

Department of Permitting Services FY13 Performance Review

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23 April 2014

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **DPS Budget Overview**
- **Status of Prior CountyStat Follow-Up Items**
- **Review/Compare FY13 Performance Measures And New FY14 Performance Measures**
- **Evaluate MC311 SLA Performance**
 - Update on MC311 Tier 2 Call Intake
- **Departmental Challenges**
 - Siebel and Hansen Integration
- **New Division: Zoning and Site Plan Enforcement**
- **New Procedures: Fee Payment Office**
- **Wrap Up and Follow Up Items**



Meeting Goals

- **Evaluate DPS's FY13 Performance**
 - Discuss new FY14 Headline Measures
- **Discuss Necessity of Siebel and Hansen Integration**

Desired Outcomes

- **Improve Permitting and Inspecting Services for Montgomery County Residents, Businesses, and Developers through Data-Driven Decisions**



Overview of DPS Budget

Historical Budget and Workforce Overview

	FY10	FY11	FY12	FY13	FY14
DPS Operating Budget	\$27,067,180	\$24,151,420	\$25,028,630	\$27,619,194	\$29,642,071
DPS Budget as Percent of Total MCG Budget	1.7%	1.6%	1.6%	1.6%	1.6%

DPS Workyears/FTE*	197.1	173.0	177.8	197.60	200.50
DPS Workyears as Percent of Total MCG Workyears	2.0%	1.9%	2.0%	2.1%	2.1%

Between FY10 and FY14, DPS's budget increased 9.5% and the number of FTE's increased 1.7%.



*Calculation switched from Work Years to FTEs in FY13 Budget

Prior CountyStat Follow-Up Items

Status of Prior CountyStat Follow-Up Items










Meeting Date	Follow-Up Item	Due Date	CountyStat Status
12/13/11	Revise existing business processes related to MC311 customer intake to provide seamless customer support without a cold call transfer	3/2/12	Complete
11/27/12	DPS will work with CountyStat to devise new headline performance measures to include ISO standards, quality of service provision, and an environmental measure	2/27/13	Complete
11/27/12	CountyStat will review DPS and MC311's transition to using tier-two call takers at a future session once training is completed	11/27/13	Complete
11/27/12	DPS and MC311 will devise strategies to reduce call volumes for certain customer request types	2/27/13	Complete
11/27/12	DPS will work with CountyStat to devise new headline performance measures to include a disaggregation of permitting time-frame to better capture time permit is within the control of the department	2/27/13	In Progress

CountyStat's review of DPS and MC311's transition to tier-two calls is in this presentation.










Overview of FY13 Performance

Overview of FY13 DPS Headline Measure Performance (1/2)

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Average number of days it took to issue a permit - Additions: Residential permits	16.02	17.29	
Average number of days it took to issue a permit - Additions: Commercial permits	60.95	51.30	
Total: average number of days it took to issue a permit - New construction: Commercial permits	160.54	264.51	
DPS portion: average number of days it took to issue a permit – New construction: Commercial permits	79	88	
Average number of days it took to issue a permit - New construction: Residential permits	88.28	82.03	
Median number of minutes it took to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process	146	119	
Median number of minutes it took to issue a permit - Residential permits using the Department of Permitting Services' Fast Track process	58	61	
Percent of building permits issued that received a final inspection: Commercial permits	20.30%	25.15%	
Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process	44.77%	46.51%	



Overview of FY13 DPS Headline Measure Performance (2/2)

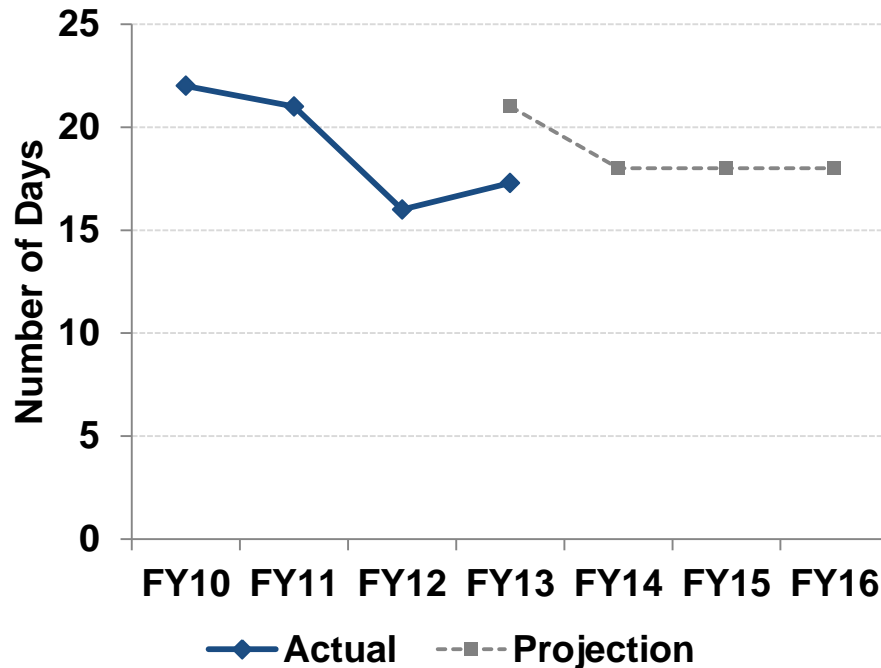
<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Percent of building permits issued that received a final inspection: Residential permits	40.97%	48.57%	
Percent of building permits issued that received a final inspection: Residential new construction single-family permits	28.81%	42.50%	
Percent of complaints that are resolved on the first inspection	69.18%	13.20%	
Response time on complaint investigations - Average number of days from the complaint being filed to final resolution of the complaint	7.31	11.3	
Response time on complaint investigations - Average number of days from the complaint being filed to first contact between a Permitting inspector and the customer	5.01	7.15	
Insurance Services Office / Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes themselves and performance in enforcing them: Commercial structural, score within a range of 1 to 10 (1=best). Conducted every 5 yrs.*	N/A	N/A	
Insurance Services Office/Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes and performance in enforcing them: One- and two-family dwellings, score range of 1 to 10 (1=best). Conducted every 5 yrs.*	N/A	N/A	



*Next ISO is scheduled for FY15.

Prior FY13 Performance Measures Compared With FY14 Replacements

FY13 Headline Measure: Average Number Of Days It Took To Issue A Permit – Additions: Residential Permits (1/2)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	22	21	16	17.29			
Projection				21	18	18	18

This measure will be supplemented with one that more accurately reflects time within DPS's control.

Factors Restricting Performance Improvement

- Volume of applications
- Additional reviews for new codes
- Demands on staff for training, consultations, etc.
- Staffing vacancies and recruitment process
- Procurement time
- Customer bin time
- Inadequately prepared plans
- 4/10 work schedule
- Additional work demand due to multiple tracking systems
- Coordinate expedited permits with MNCPPC plan reviews

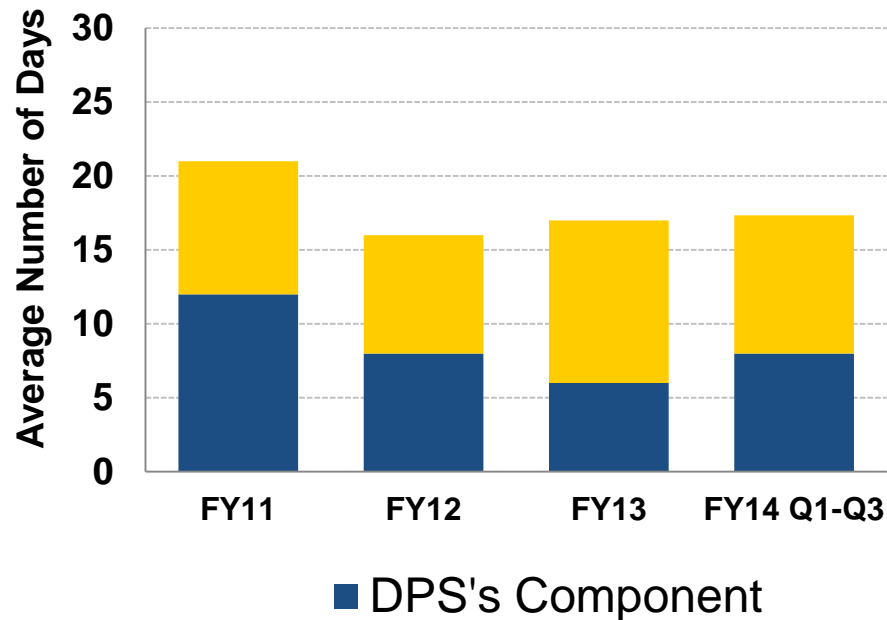
Performance Improvement Plan

- Fill vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Elimination of MNCPPC Zoning review for certain SFD permits
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create and post list of most common design mistakes
- Streamline Historic Area Work Permit process
- Elimination of 4/10 alternate work schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division



Data submitted by DPS in September 2013.

FY14 New Headline Measure: Average Number Of Days To Complete Building Construction Reviews – Additions To Homes: Residential Permits (2/2)



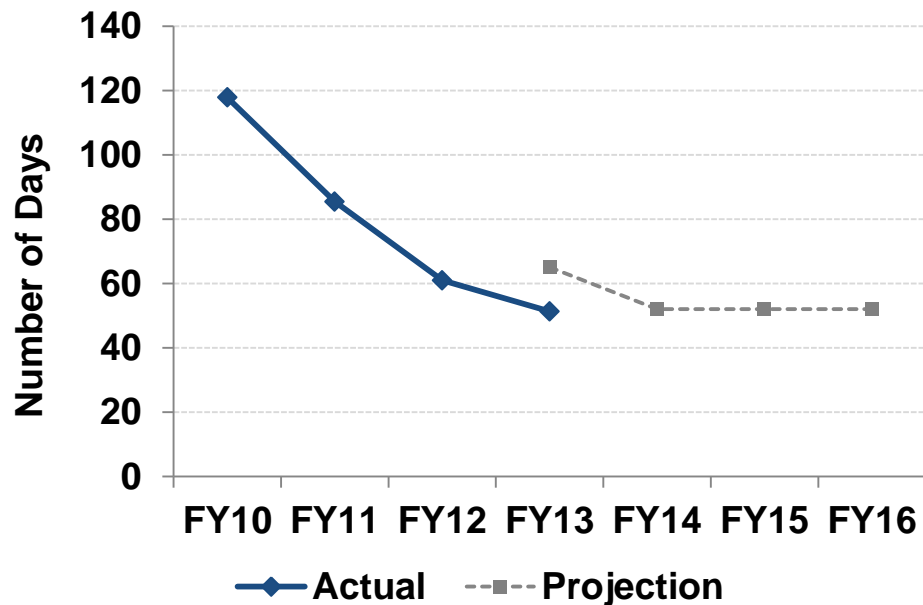
	FY11	FY12	FY13	FY14 Q1-Q3
DPS's Component*	12*	8*	6*	8*
Total Time	21	16	17	17

The representative average number of days for DPS to complete its portion of reviews decreased by 50% between FY11 and FY13 while the average number of days that are out of DPS's control increased by 22%.

*DPS's Component average is representative only because it is calculated using Plan Tracking, which currently contains 50-60% of all applicants who submit plans to DPS for review. Please see slide 67 for additional information about Plan Tracking.



FY13 Headline Measure: Average Number Of Days It Took To Issue A Permit – Additions: Commercial Permits (1/2)



Factors Restricting Performance Improvement

- Additional work demand for multiple tracking systems
- Staffing vacancies and recruitment process
- Demands on staff for training, consultations, etc.
- Procurement time
- Additional reviews for new plans
- Customer bin time
- 4/10 work schedule

Performance Improvement Plan

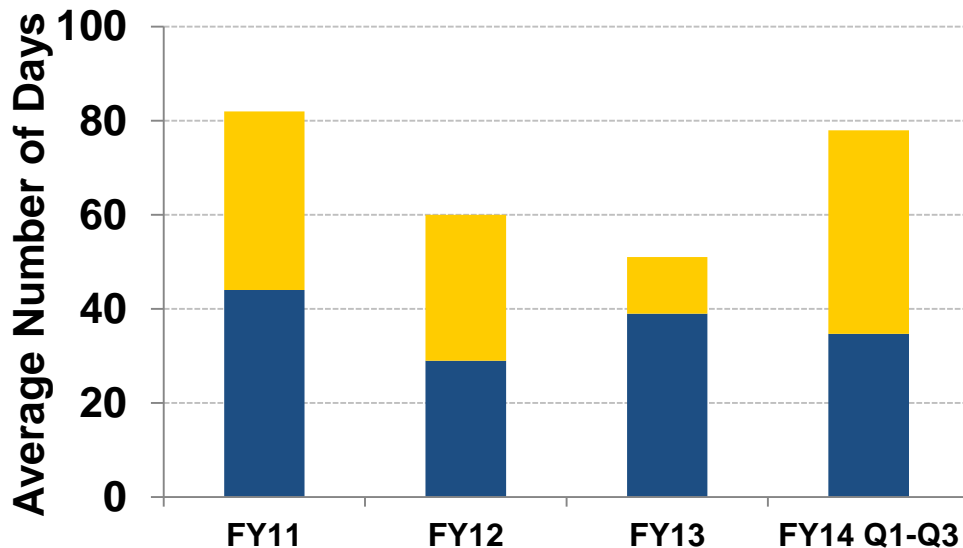
- Fill vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Overtime
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create and post list of most common design mistakes
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 Alternate Work Schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division

This measure will be supplemented with one that more accurately reflects time within DPS's control.



Data submitted by DPS in September 2013.

FY14 New Headline Measure: Average Number Of Days To Complete Building Construction Reviews – Additions: Commercial Permits (2/2)



	FY11	FY12	FY13	FY14 Q1-Q3
DPS's Component*	44*	29*	39*	35*
Total Time	82†	60†	51	78

■ DPS's Component

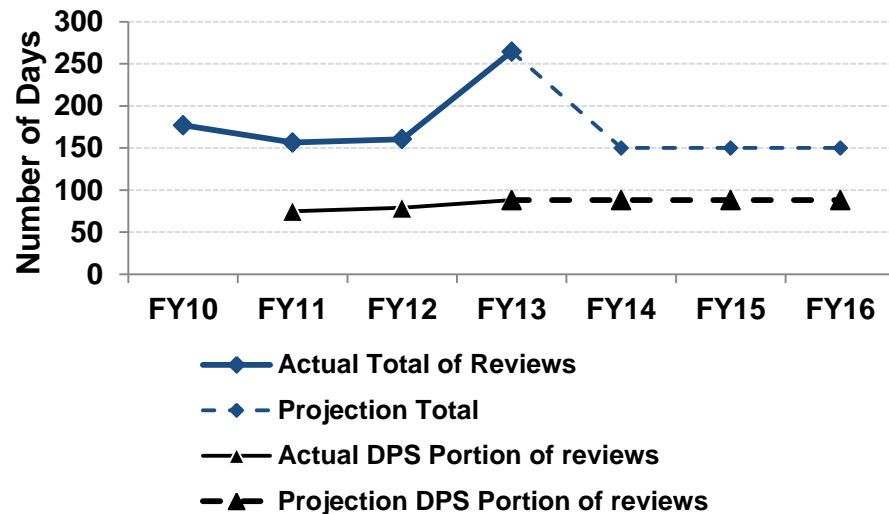
The representative average number of days for DPS to complete its portion of reviews decreased by 11% between FY11 and FY13 while the average number of days that are out of DPS's control decreased by 38%.

*DPS's Component average is representative only because it is calculated using Plan Tracking, which currently contains 50-60% of all applicants who submit plans to DPS for review. Please see slide 67 for additional information about Plan Tracking.

†Average differs slightly from slide 15 because of the difference in point in time in which the data was pulled and the average was calculated.



FY13 Headline Measure: Average Number Of Days It Took To Issue A Permit – New Construction: Commercial Permits (1/2)



	FY10	FY11	FY12	FY13*	FY14	FY15	FY16
Actual Total	177	156.44	160.54	264.51			
Actual DPS Portion of reviews		75	79	88			
Projection Total				150			
Projection DPS Portion of reviews					88	88	88

This measure was adapted and first used in FY13. It became the model for other measures.

Data submitted by DPS in September 2013.

*Includes permits that were dormant for several years that recently reactivated.

Factors Restricting Performance Improvement

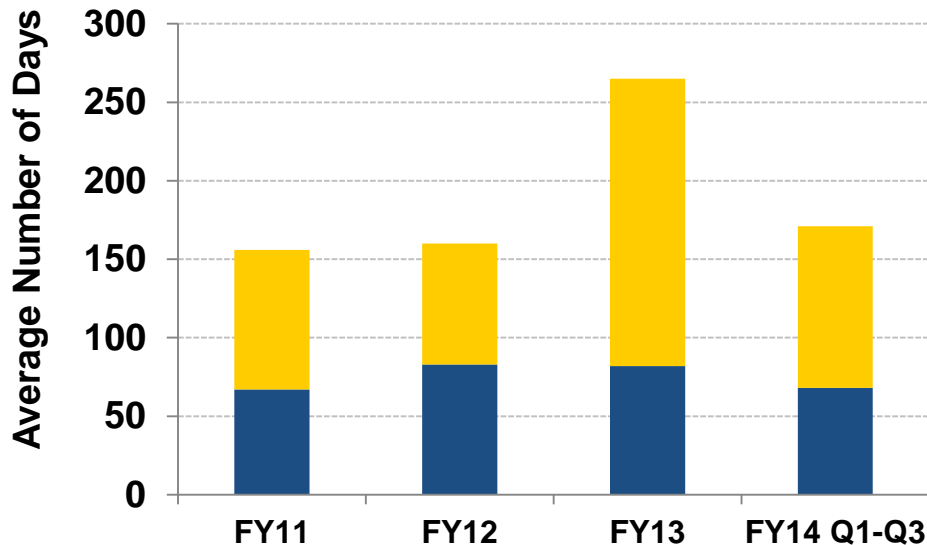
- Customer bin time
- Work volume and complexity
- Inadequately prepared plans
- Staffing vacancies and recruitment process
- Demands on staff for training; consultations, etc.
- 4/10 work schedule
- Employee extended absences
- Dormant projects
- Additional work demand for multiple tracking systems
- Procurement time
- Additional reviews for new codes

Performance Improvement Plan

- Fill Vacancies
- Pending request for new plan reviewer
- Award contracts for plans reviews
- Apply streamlining metrics
- Overtime
- Electronic plans filing
- Create and post list of most common design mistakes
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 Alternate Work Schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Restructure management direct reports
- New Zoning and Site Plan Division
- Create Hansen updates into Siebel



FY14 New Headline Measure: Average Number Of Days To Complete Building Construction Reviews – New Construction: Commercial Permits (2/2)



	FY11	FY12	FY13**	FY14 Q1-Q3
DPS's Component*	67*	83*	82*	68*
Total Time	156	160	265	171

■ DPS's Component

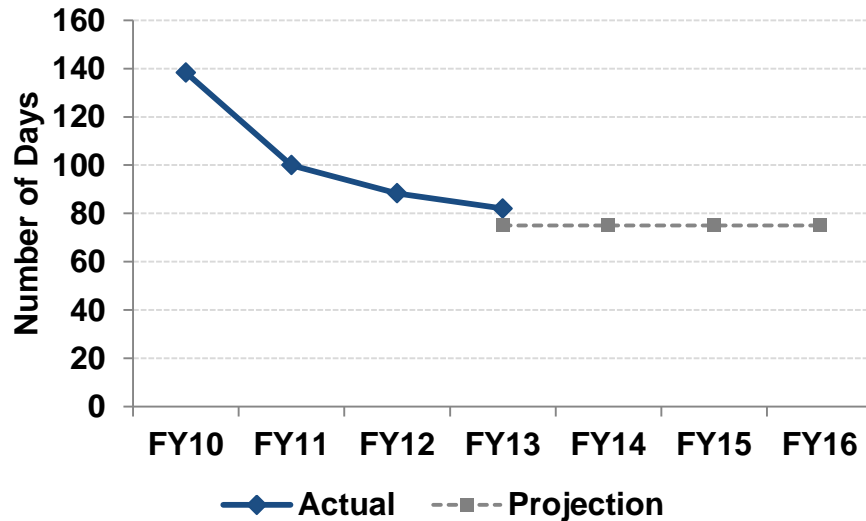
The representative average number of days for DPS to complete its reviews increased by 22% between FY11 and FY13 while the average number of days that are out of DPS's control increased by 70%.

*DPS's Component average is representative only because it is calculated using Plan Tracking, which currently contains 50-60% of all applicants who submit plans to DPS for review. Please see slide 67 for additional information about Plan Tracking.

**Includes permits that were dormant for several years that recently reactivated.



FY13 Headline Measure: Average Number Of Days It Took To Issue A Permit – New Construction: Residential Permits (1/2)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	138.3	99.97	88.28	82.03			
Projection				75	75	75	75

This measure will be supplemented with one that more accurately reflects time within DPS's control.

Factors Restricting Performance Improvement

- Work volume
- Vacancies and Recruitment process
- Demands on staff for training, consultations, etc.
- Additional reviews for new codes
- 4/10 work schedule
- Inadequately prepared plans
- Customer bin time
- Procurement time
- Additional work demand for multiple tracking systems

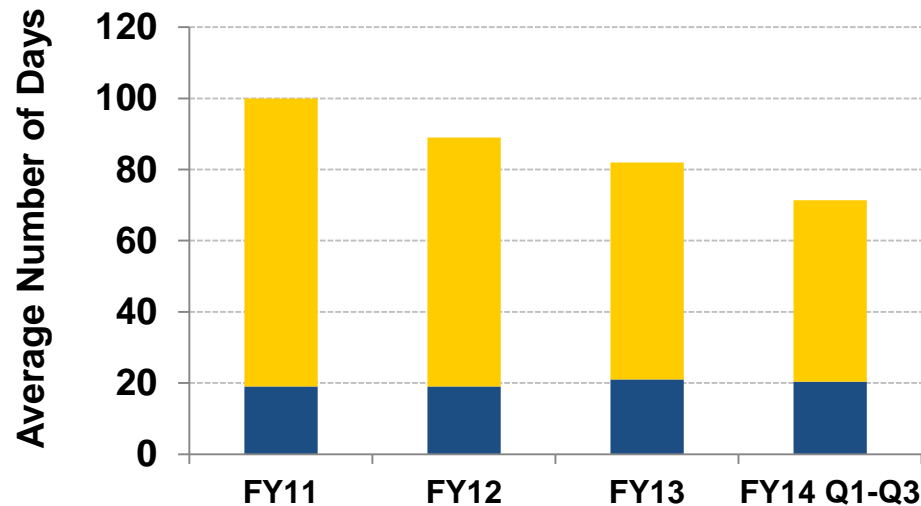
Performance Improvement Plan

- Fill vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Overtime
- Elimination of MNCPPC Zoning review for certain SFD permits
- Displaying plan reviewer comments online
- Electronic plans filing
- Create and post list of most common design mistakes
- Streamline Historic Area Work Permit process
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 alternate work schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division



Data submitted by DPS in September 2013.

FY14 New Headline Measure: Average Number Of Days To Complete Building Construction Reviews – New Homes: Residential Permits (2/2)



	FY11	FY12	FY13	FY14 Q1-Q3
DPS's Component*	19*	19*	21*	20*
Total Time	100	89	82	72

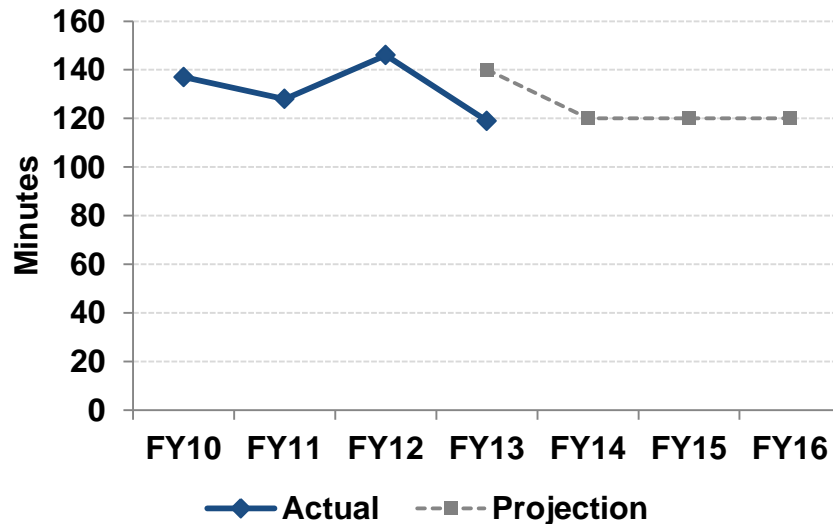
■ DPS's Component

The representative average number of days for DPS to complete its portion of reviews increased by 10% between FY11 and FY13 while the average number of days that are out of DPS's control decreased by 18%.

*DPS's Component average is representative only because it is calculated using Plan Tracking, which currently contains 50-60% of all applicants who submit plans to DPS for review. Please see slide 67 for additional information about Plan Tracking.



FY13 Headline Measure: Median Number Of Minutes It Took To Issue A Permit - Permits For Commercial Alterations Obtained Using The Department Of Permitting Services' Fast Track Process (1/3)



Factors Restricting Performance Improvement

- Staffing vacancies and recruitment process
- Work volume
- Inadequately prepared plans
- Demands on staff for training; consultations, etc.
- 4/10 work schedule
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Fill vacancies
- Award contracts for plans reviews
- Create and post list of most common design mistakes
- Elimination of 4/10 Alternate Work Schedule
- Create Hansen updates into Siebel

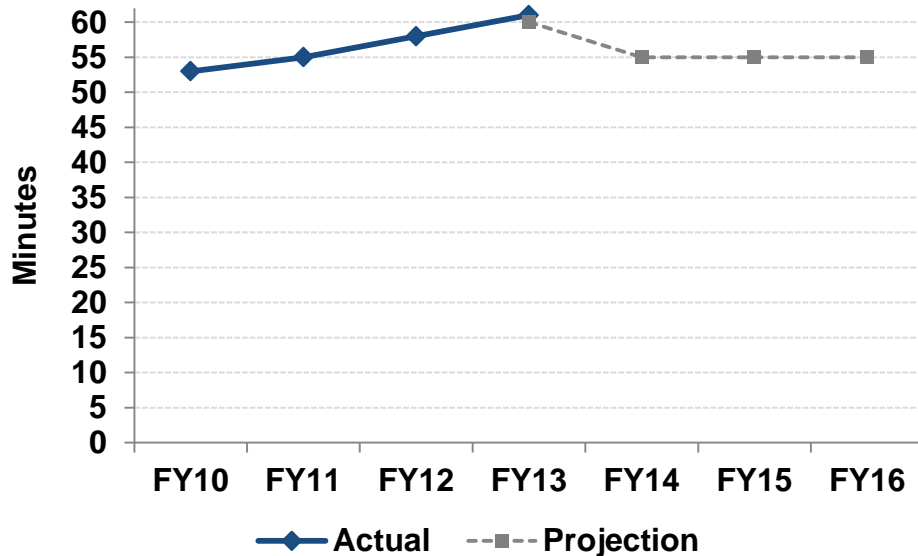
	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	137	128	146	119			
Projection				140	120	120	120

This measure will be supplemented with one that more accurately reflects time within DPS's control.



Data submitted by DPS in September 2013.

FY13 Headline Measure: Median Number Of Minutes It Took To Issue A Permit – Residential Permits Using The Department Of Permitting Services' Fast Track Process (2/3)



Factors Restricting Performance Improvement

- Staffing vacancies and recruitment process
- Work volume
- Inadequate plans submitted
- Demands on staff for training, consultations, etc.
- 4/10 work schedule
- Additional work demand for multiple tracking

Performance Improvement Plan

- Fill vacancies
- Award contracts for plans reviews
- Create and post list of most common design mistakes
- Elimination of 4/10 Alternate Work Schedule
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division

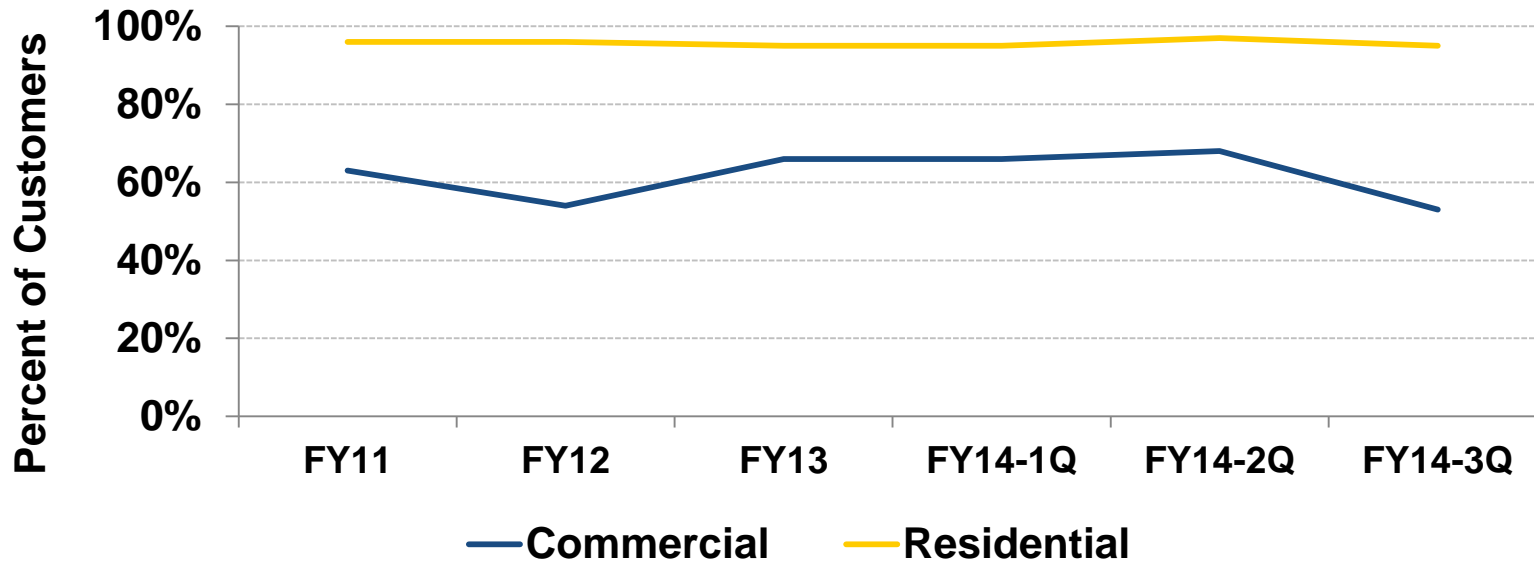
	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	53	55	58	61			
Projection				60	55	55	55

This measure will be supplemented with one that more accurately reflects time within DPS's control.

Data submitted by DPS in September 2013.



FY14 New Headline Measures: Percentage Of Fast Track Customers Who Received Services Within 2.5 Hours (3/3)



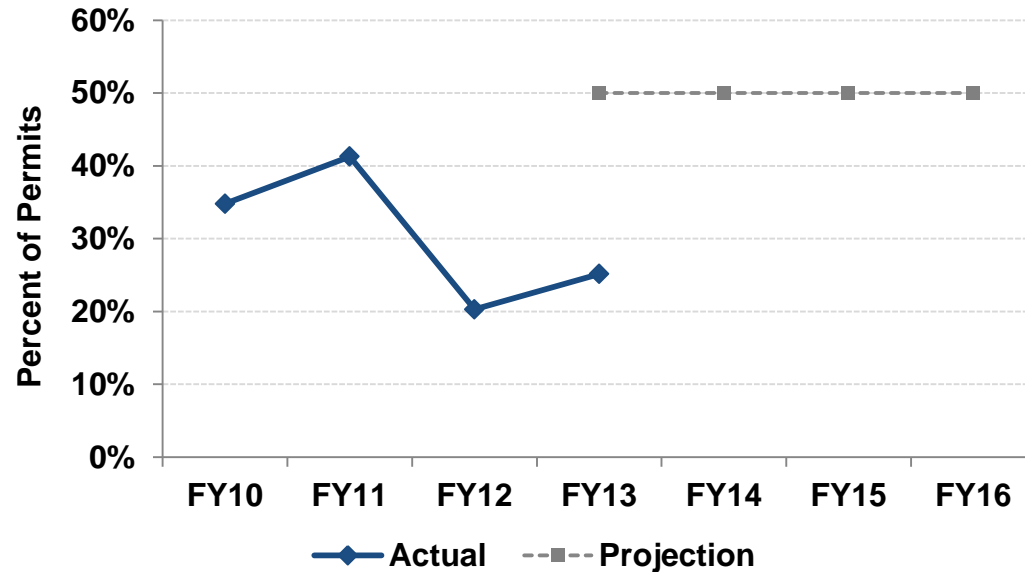
	FY11	FY12	FY13	FY14-1Q	FY14-2Q	FY14-3Q
Commercial	63%	54%	66%	66%	68%	53%
Residential	96%	96%	95%	95%	97%	95%

The percentage of Commercial customers receiving services within 2.5 hours increased by 5% between FY11 and FY13. The percentage of Residential customers stayed relatively the same.



FY13 Performance Measures That Are Discontinued

Headline Measure: Percent Of Building Permits Issued That Received A Final Inspection: Commercial Permits



Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple tracking systems

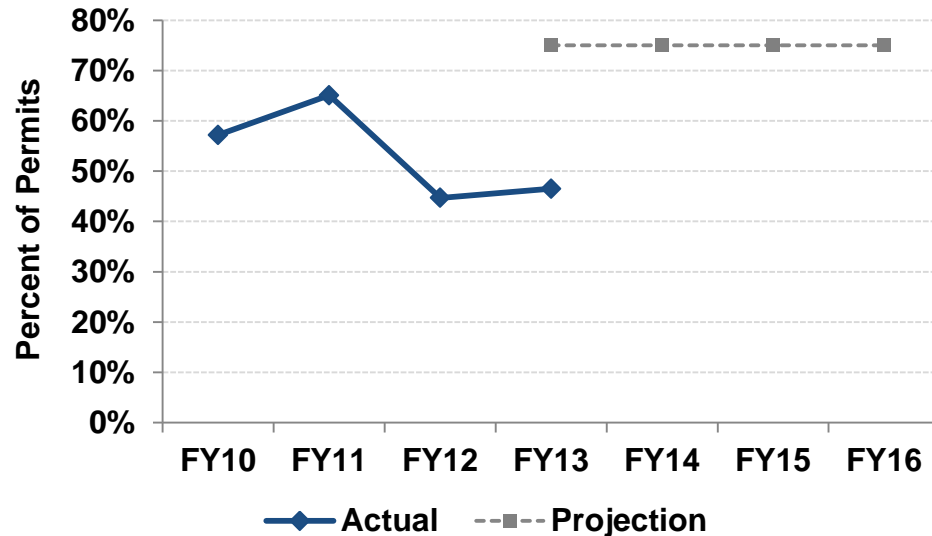
Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- New Zoning and Site Plan Division

This measure has been discontinued. Additional Headline Measures are in place for FY14 that address DPS's core functions.



Headline Measure: Percent Of Building Permits Issued That Received A Final Inspection: Commercial Permits Through The Department Of Permitting Services' Fast Track Process



Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple

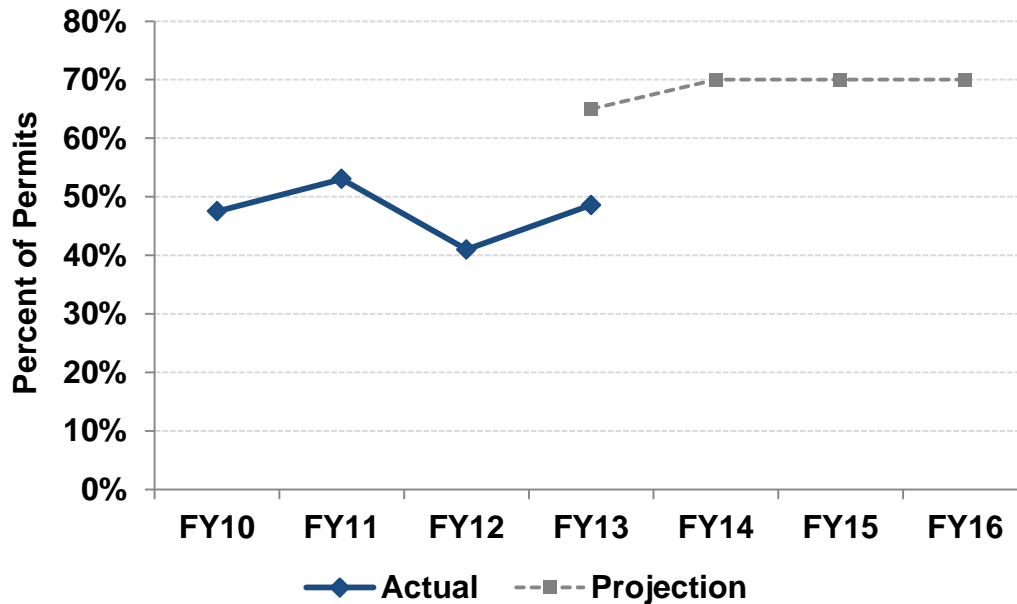
Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- New Zoning and Site Plan Division

This measure has been discontinued. Additional Headline Measures are in place for FY14 that address DPS's core functions.



Headline Measure: Percent Of Building Permits Issued That Received A Final Inspection: Residential Permits



Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Additional work demand for multiple tracking systems
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple tracking

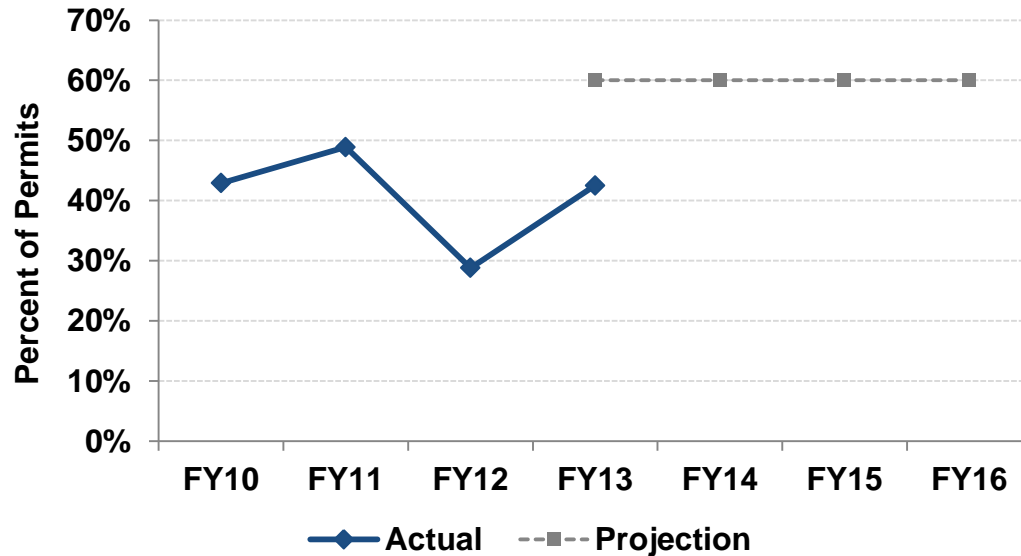
Performance Improvement Plan

- Coordinate housing maintenance standards with DHCA
- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested

This measure has been discontinued. Additional Headline Measures are in place for FY14 that address DPS's core functions.



Headline Measure: Percent Of Building Permits Issued That Received A Final Inspection: Residential New Construction Single-family Permits



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	42.90%	48.89%	28.81%	42.50%			
Projection				60%	60%	60%	60%

This measure has been discontinued. Additional Headline Measures are in place for FY14 that address DPS's core functions.

Factors Restricting Performance Improvement

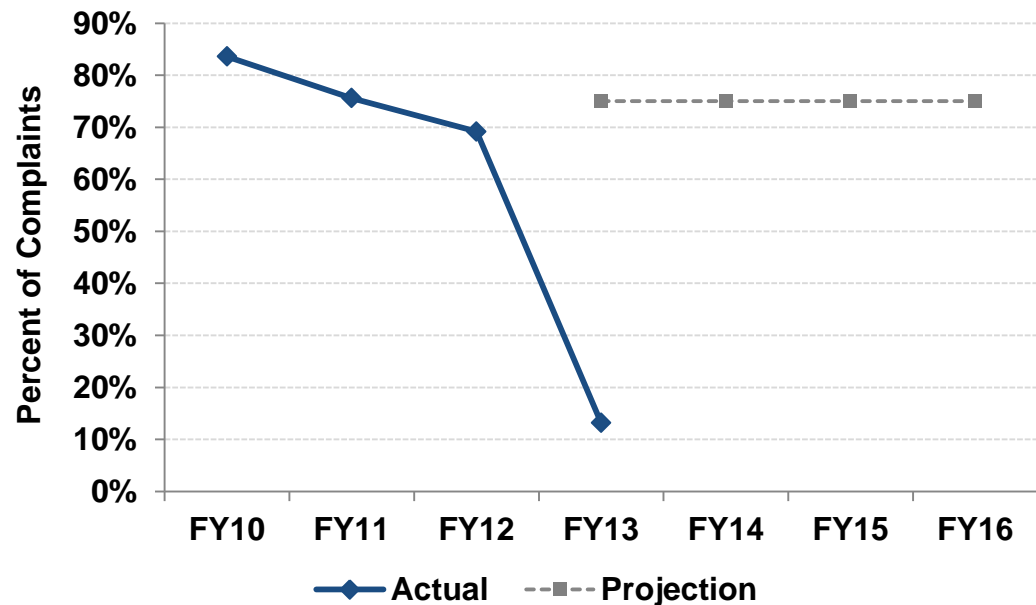
- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple tracking

Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested



Headline Measure: Percent Of Complaints That Are Resolved On The First Inspection



Factors Restricting Performance Improvement

- Violator not present
- Final resolution requires judicial process
- Compliance requires permit issued
- More visits required to observe violation
- Vacant Inspector positions

Performance Improvement Plan

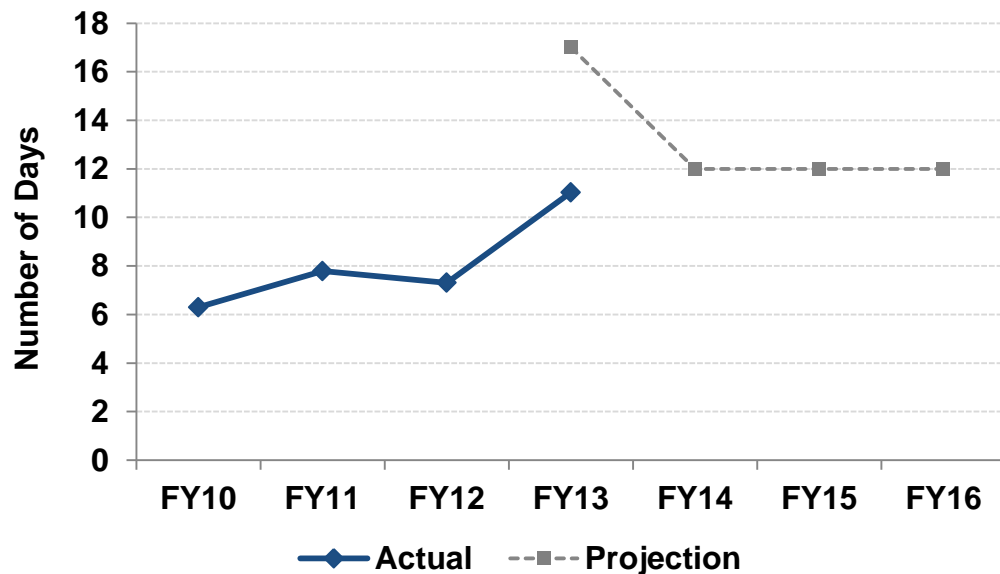
- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new division for Zoning and Site Plan Enforcement
- Eliminate 4/10
- Need to train staff on updated software and correct field for reporting
- New Zoning and Site Plan Division

This measure has been discontinued. Additional Headline Measures are in place for FY14 that address DPS's core functions.



FY13 Headline Measures That Are Continued

Headline Measure: Response Time On Complaint Investigations – Average Number Of Days From The Complaint Being Filed To Final Resolution Of Complaint



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	6.30	7.79	7.31	11.3			
Projection				17	12	12	12

Factors Restricting Performance Improvement

- Judicial process
- Violations that require many site visits
- Violator difficult to locate
- Coordination with County Attorney and other agencies
- Correcting violation is costly
- Need for permit
- 4/10 work schedule
- Volume of work
- Staffing vacancies and recruitment process

Performance Improvement Plan

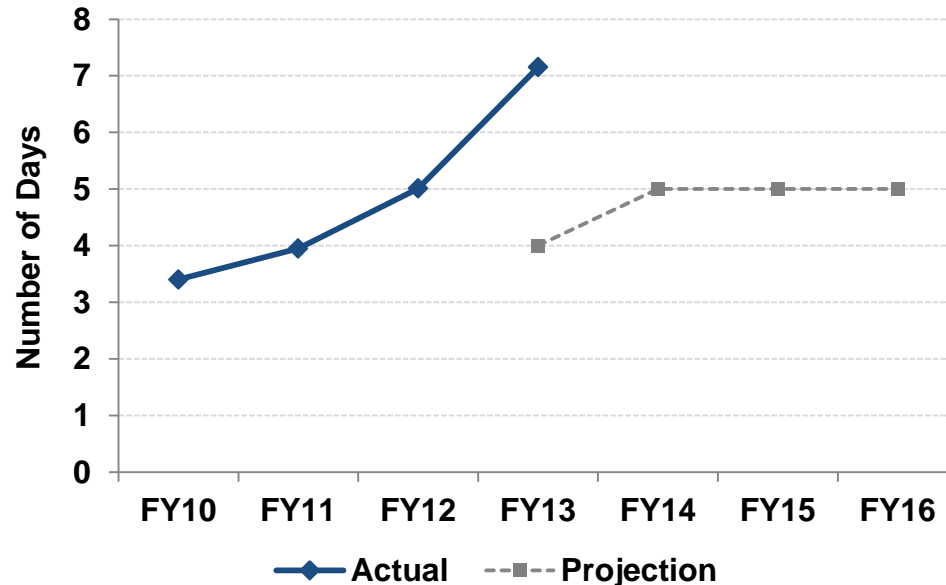
- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new division for Zoning and Site Plan Enforcement
- Eliminate 4/10 work schedule
- New Zoning and Site Plan Division

As of September 2013, the average number of days increased 45% between FY11 and FY13.



Data submitted by DPS in September 2013.

Headline Measure: Response Time On Complaint Investigations – Average Number Of Days From The Complaint Being Filed To First Contact Between A Permitting Inspector And The Customer



Factors Restricting Performance Improvement

- Staffing vacancies and recruitment process
- Volume of work
- Complaints incorrectly assigned in Siebel
- Violations only occur on specific days/times
- 4/10 work schedule
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new Division for Zoning and Site Plan Enforcement
- Eliminate 4/10 work schedule
- Fill vacancies
- Transfer a vacant inspector position to support complaint handling

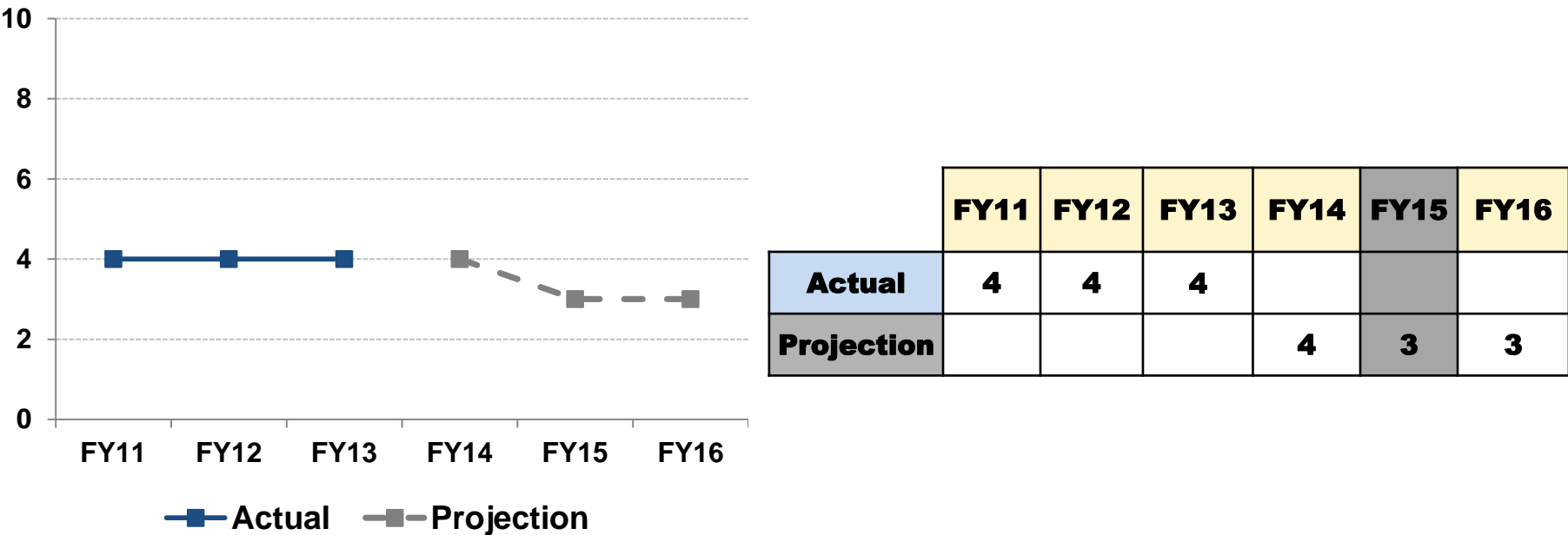
	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	3.40	3.95	5.01	7.15			
Projection				4	5	5	5

As of September 2013, the average number of days increased 81% between FY11 and FY13.



Data submitted by DPS in September 2013.

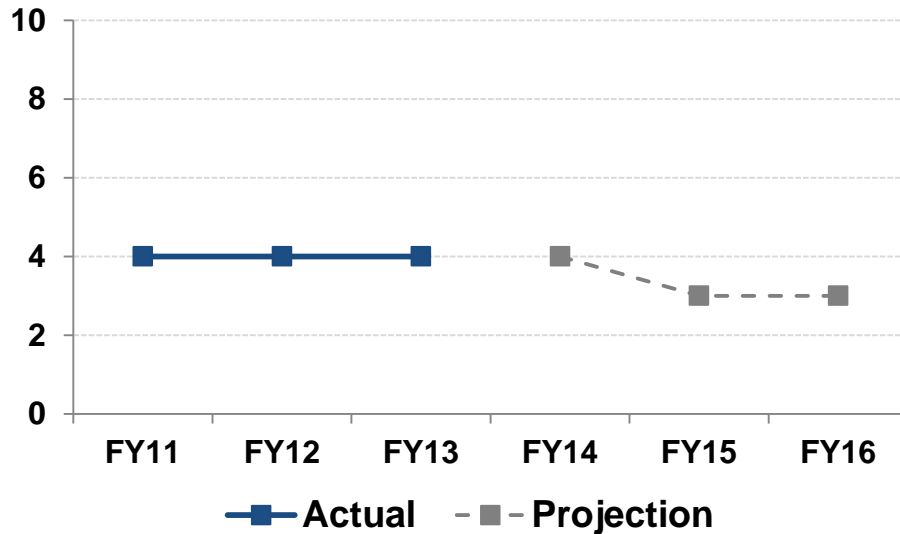
Headline Measure: Insurance Services Office/Building Code Effectiveness Grading Schedule Score Which Measures The Quality Of The County's Building Codes Themselves And Performance In Enforcing Them: Commercial Structural, Score Within A Range Of 1 To 10 (1=best)



The ISO Evaluation, last performed in FY10 when the County received a score of 4, is only performed every five years. The Evaluation will occur again in FY15.



Headline Measure: Insurance Services Office/Building Code Effectiveness Grading Schedule Score Which Measures The Quality Of The County's Building Codes And Performance In Enforcing Them: One-and-two-family Dwellings, Score Range Of 1 To 10 (1=best)



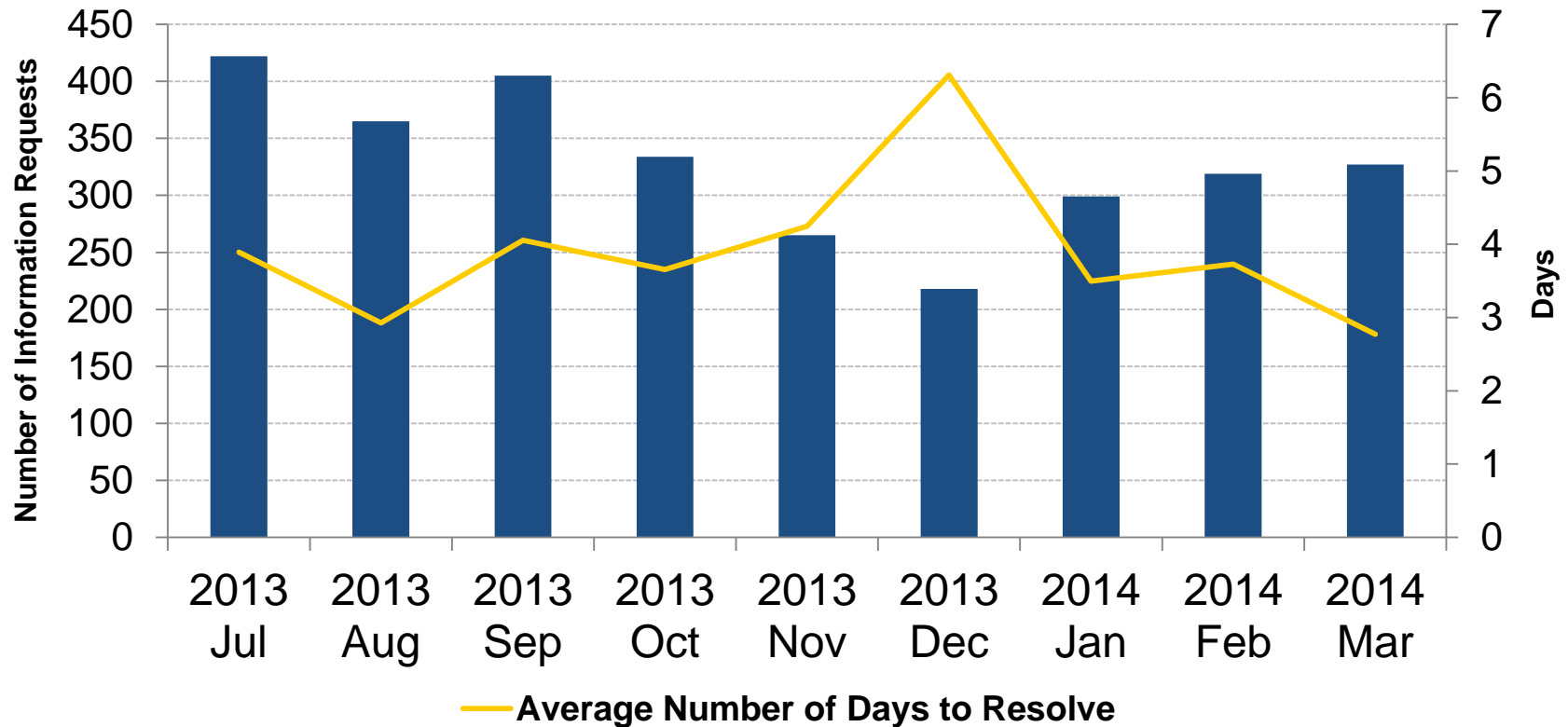
	FY11	FY12	FY13	FY14	FY15	FY16
Actual	4	4	4			
Projection				4	3	3

The ISO Evaluation, last performed in FY10 when the County received a score of 4, is only performed every five years. The Evaluation will occur again in FY15.



New Headline Performance Measures

New Headline Measure: Percent Of Information Requests Responded To Within 30 Days After Receipt By DPS (1/2)



Between July 1, 2013 and March 31, 2014, DPS received 2,954 Information Requests. 99.2% of the 2,864 Requests that have been responded to and closed were completed within 30 days.

NOTE: See Appendix A for complete details about the volume of work that actually goes into some Information Requests. Number of days to resolve is based on calendar days.



New Headline Measure: Percent Of Information Requests Responded To Within 30 Days After Receipt By DPS (2/2)

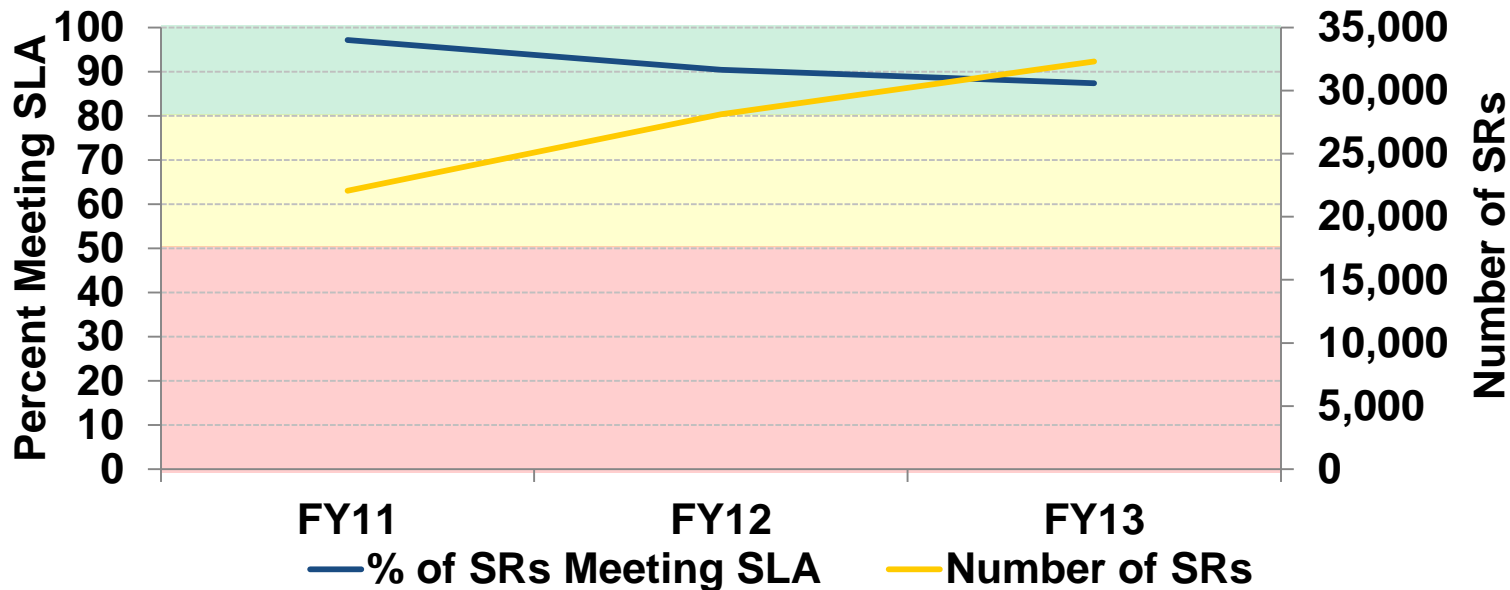
Processed Date	Over 30 Days	Within 30 Days	Grand Total
Jul 2013	5	417	422
Aug 2013	2	363	365
Sep 2013	2	403	405
Oct 2013	1	333	334
Nov 2013	4	261	265
Dec 2013	9	209	218
Jan 2014	1	298	299
Feb 2014	1	316	317
Mar 2014	0	239	239
Grand Total	25	2,839	2,864

When calculating the number of days by the timestamp generated by Hansen, just under 1% of the requests took more than 30 days to complete.

NOTE: See Appendix A for complete details about the volume of work that actually goes into some Information Requests. Number of days to resolve is based on calendar days.



New Headline Measure: Percent Of MC311 Service Requests (SR) Meeting The Service Level Agreement (SLA) Response Times



	FY11	FY12	FY13
Number of SRs	22,051	28,120	32,308
% Meeting SLA	97.13%	90.39%	87.35%

The number of Service Requests increased by 46.5% between FY11 and FY13, while the percent of SRs meeting SLA decreased by 10%.



New Headline Measure: Average Number Of Days To Complete DPS Reviews: Public Right Of Way; Sediment Control; Septic; Well

Type of Review	Measure	FY14 Q1-Q3	FY15	FY16
Public Right of Way*	Average Number of Days	4	-	-
	Projection	-	28*	28*
Sediment Control	Average Number of Days	34	-	-
	Projection	-	28	28
Septic	Average Number of Days	6	-	-
	Projection	-	10	10
Well	Average Number of Days	8	-	-
	Projection	-	10	10

For 1Q-3Q of FY14, only Sediment Control exceeds DPS's target of 28 days to review.

*Measure is under construction: in FY14 Performance Report, data will be further delineated to show engineered Public Right of Ways and driveways.



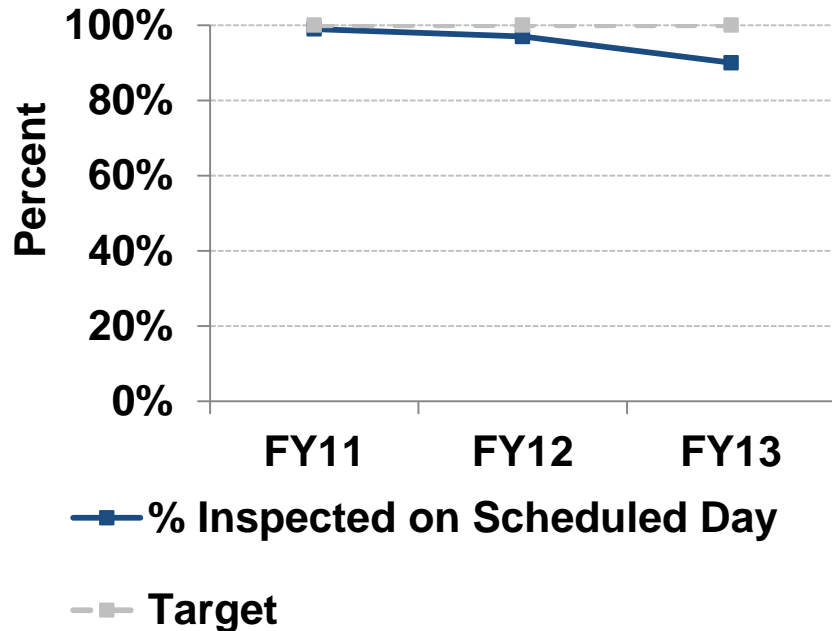
New Headline Measure: Successful Maryland Department of the Environment (MDE) Delegation Of Review Of Sediment Control And Storm-water Management

	FY12	FY14
Number of Sites Reviewed	21	39
Percent of Sites Reviewed that Passed	100%	100%
Successful MDE Delegation	Yes	Yes

MDE must review at least one site of every Inspector. Field reviews were conducted throughout November and December of 2013. A two-year delegation was granted to Montgomery County in January 2014.



New Headline Measure: Percentage of Completed Inspections Performed by Building Construction Division on Scheduled Day

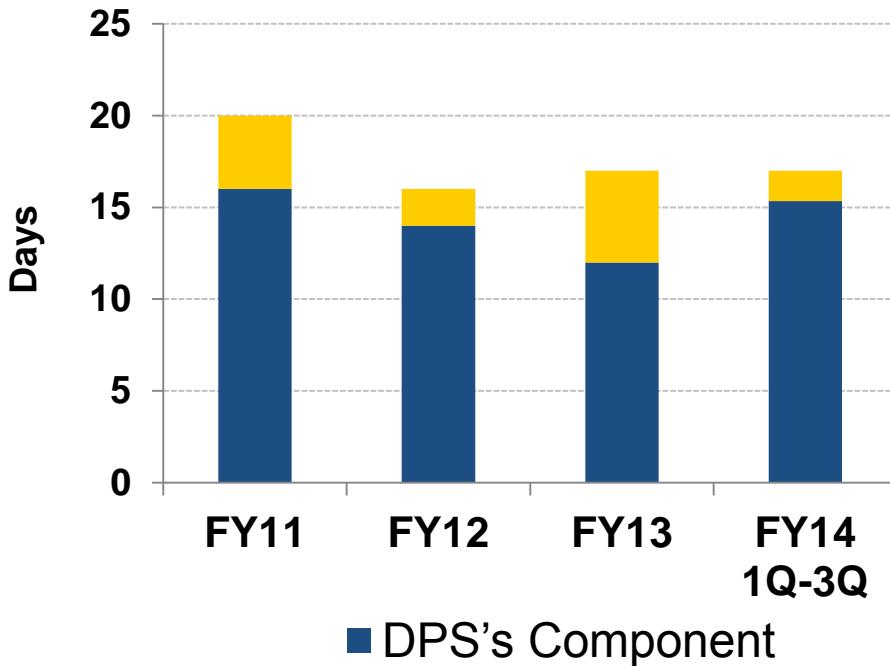


	FY11	FY12	FY13
% Inspected on Scheduled Day	99%	97%	90%
Projection	100%	100%	100%

For 1Q-3Q of FY14, 93% of the completed inspections were performed on the scheduled day.



New Headline Measure: Average Number Of Days To Complete Building Construction Reviews – Fire Protection (Sprinklers Permits)



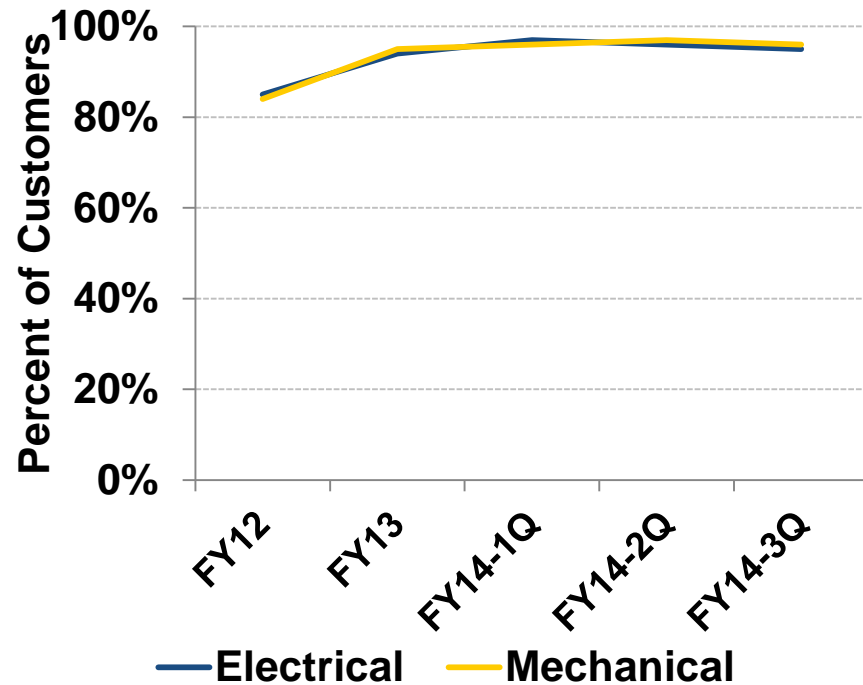
	FY11	FY12	FY13	FY14 1Q-3Q
DPS's Component*	16.3*	13.6*	12*	15*
Total	20.4	15.3	17	17

The representative average number of days for DPS to review and issue Fire Protection permits decreased 26.4% from FY11 to FY13, while the average days outside of DPS's control decreased 16.7%.

*DPS's Component average is representative only because it is calculated using Plan Tracking, which currently contains 50-60% of all applicants who submit plans to DPS for review. Please see slide 67 for additional information about Plan Tracking.



New Headline Measure: Percentage of Walk-in Customers Who Received Electrical or Mechanical Permits Within 2 Hours



	FY12	FY13	FY14 1Q	FY14 2Q	FY14 3Q
Electrical	85%	94%	97%	96%	95%
Mechanical	84%	95%	96%	97%	96%

The percentage of walk-in customers who received an electrical permit within two hours increased 10.5% from FY12 to FY13, while the percentage receiving a mechanical permit increased 13.1%.



New Headline Measure: Average Number Of Days To Complete DPS Reviews – Record Plats

- Measure is Under Construction

New Headline Measure: Percentage Of Inspections Examined For Quality Control

- Measure is Under Construction

New Headline Measure: Percentage Of Sediment Control Violations That Are Brought Into Compliance Within 5 Days Following a Notice Of Violation (NOV)

- Measure is Under Construction



Responsive and Sustainable Leadership

Overview of Responsive and Sustainable Leadership:

<u>Area</u>	<u>Measure</u>	<u>FY12</u>	<u>FY13</u>	<u>Change</u>
Effective and Productive Use of the Workforce/ Resources	Average overtime hours worked by all full-time, non-seasonal employees.	1.18	1.57	↓
	Workforce availability for all full-time, non-seasonal employees.	85.4%	84.0%	↓
Internal Control and Risk Management	Fully implemented audit report recommendations since issuance of the audit report	*0%(of 5)	*0%(of 5)	↔
	Number of work-related injuries	16	4	↑
Succession Planning	Percent of identified key position/ functions that have developed and implemented long-term succession planning	N/A	54.5%	NEW
Environmental Stewardship	Print and mail expenditures	\$35,612	\$29,971	↑
	Paper purchased	1,031,000	849,000	↑

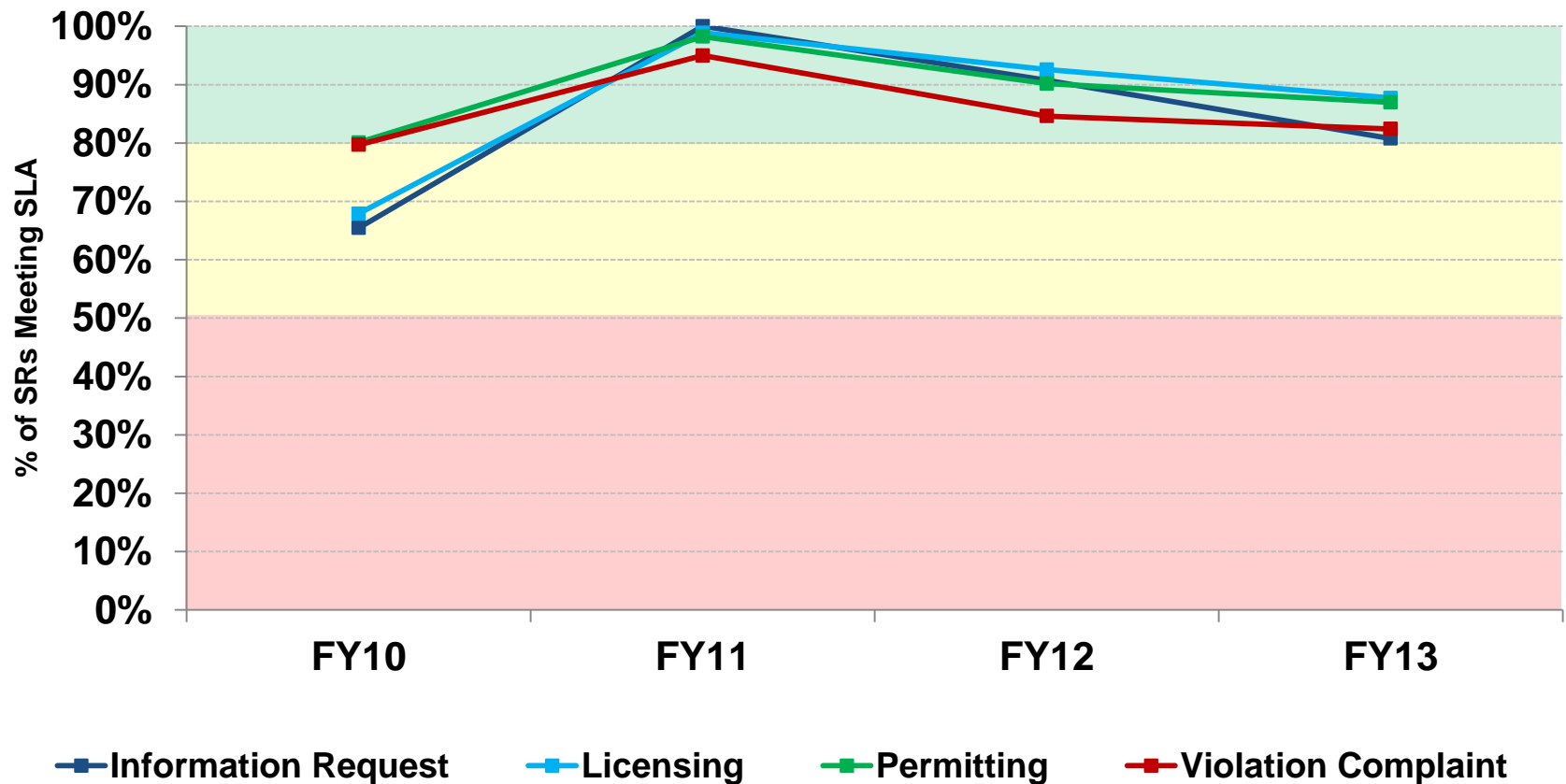
This Dashboard is a snapshot of DPS as of the close of FY13 on June 30, 2013.

*All of the audit recommendations deal with the Fee Payment Office, which will be reviewed on slides 62-63 of this presentation. DPS states that 4 of 5 audit recommendations were completed prior to June 30, 2013. The one remaining was completed in March 2014 when the Office opened.



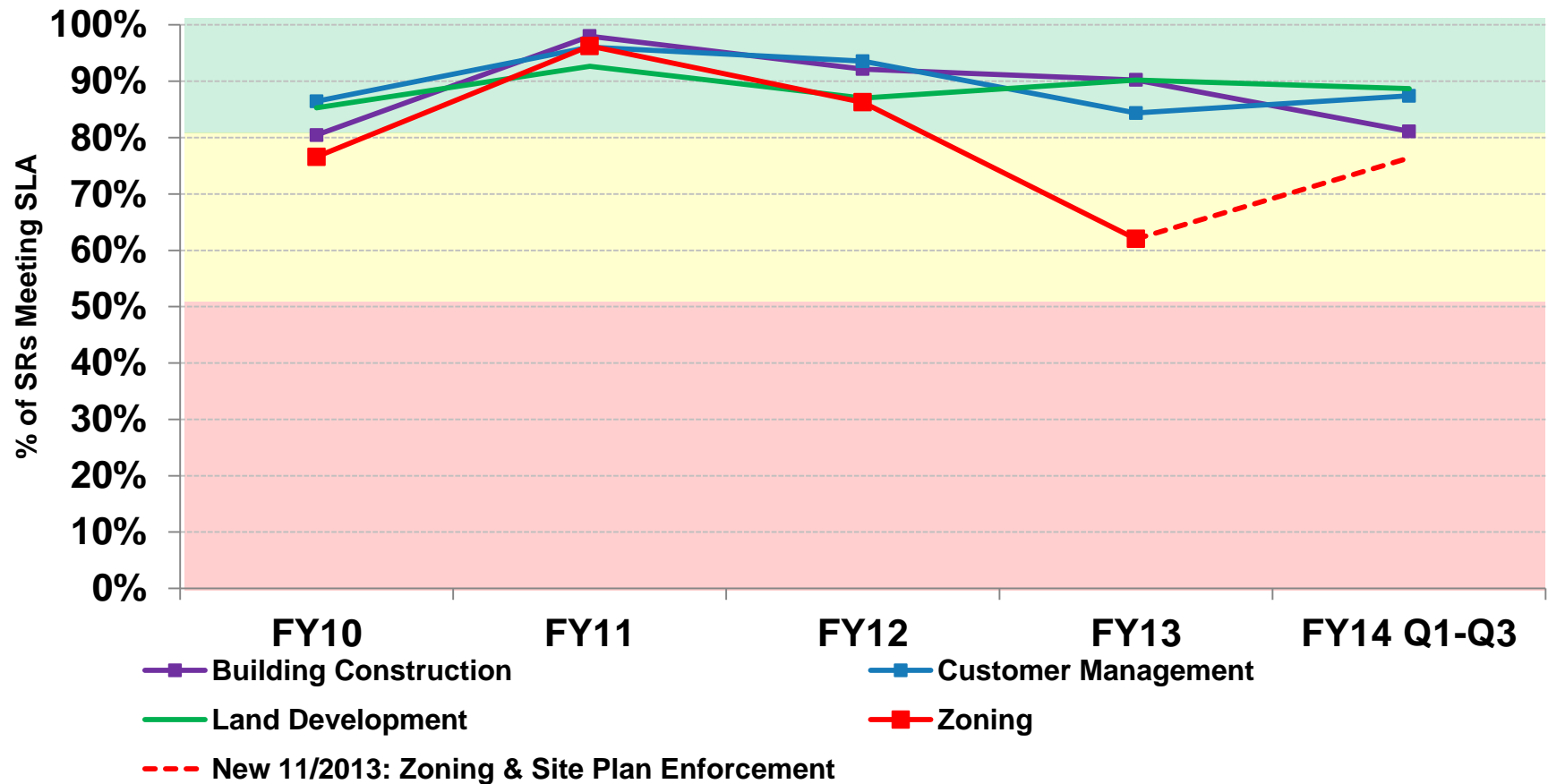
311 Performance

Historic MC311 SLA Performance By Area (1/2)



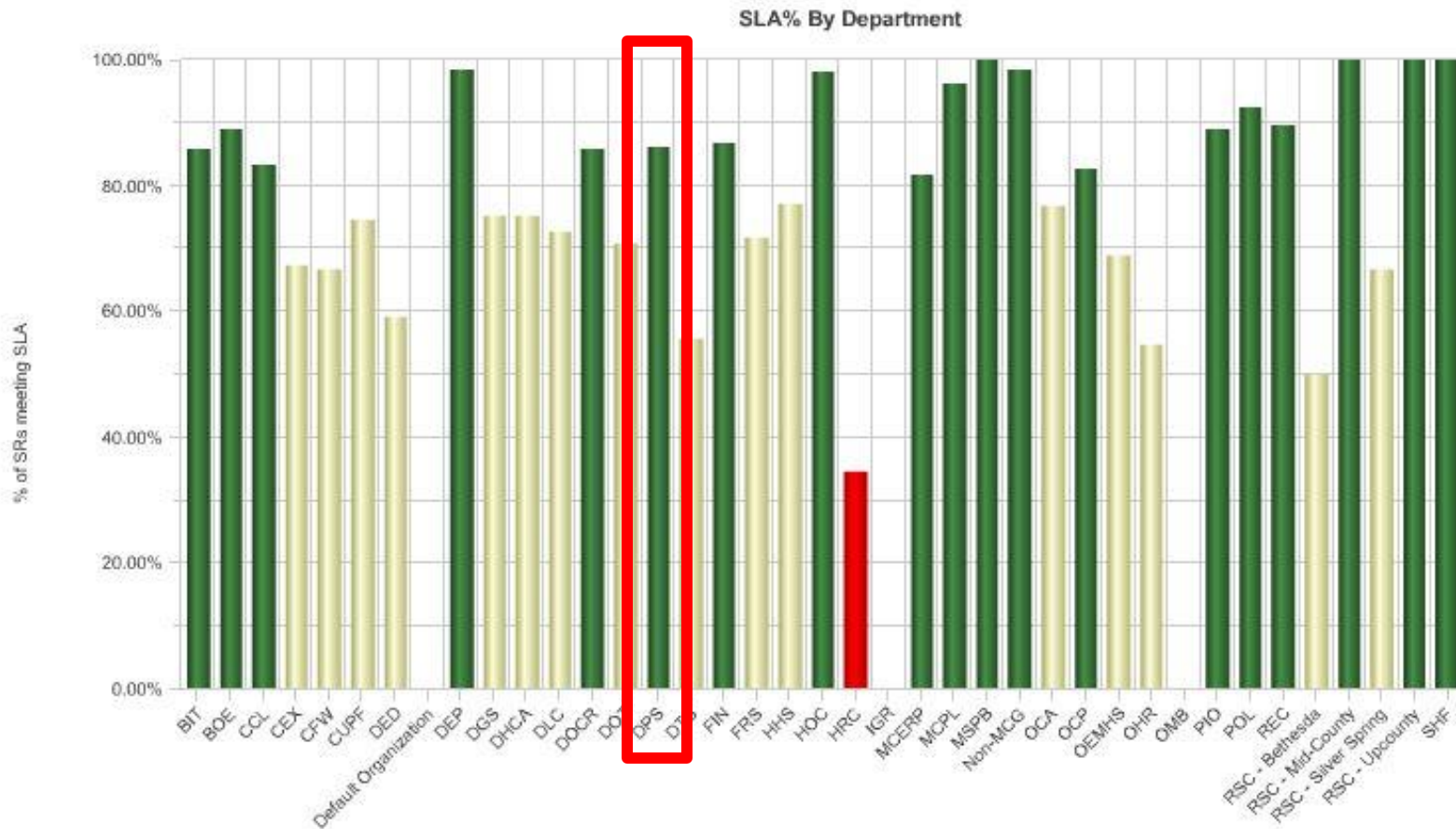
Source: MC311 Siebel Dashboard. Data pulled 4/4/2014.

Historic MC311 SLA Performance By Area (2/2)



Source: MC311 Siebel Dashboard. Data pulled 4/4/2014.

MC311 SLA Performance: FY13 Through Q3 of FY14

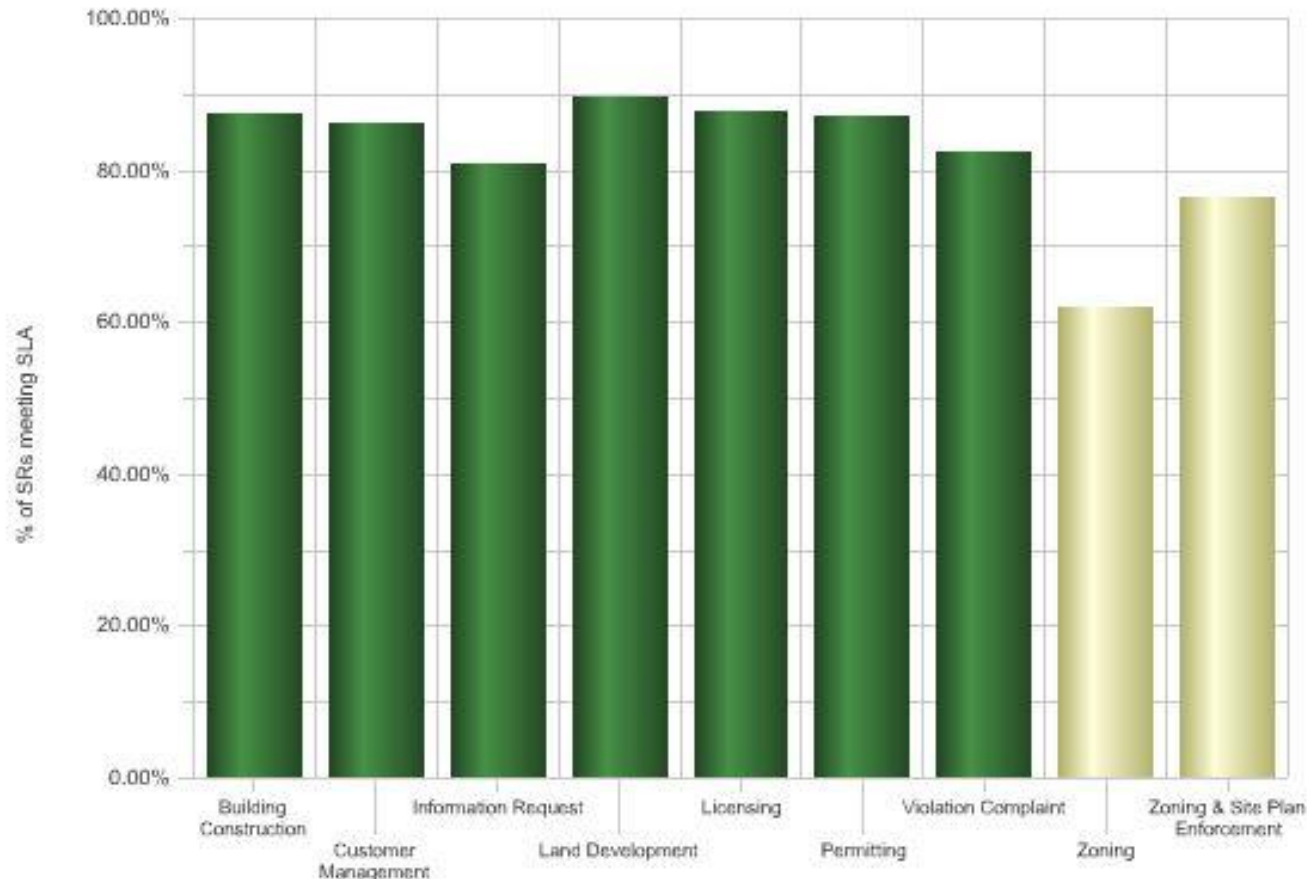


DPS met 86.04% of its SLAs for Service Requests.



Source: MC311 Siebel Dashboard. Data pulled 4/4/2014.

MC311 SLA Performance by Area: FY13 Through Q3 of FY14

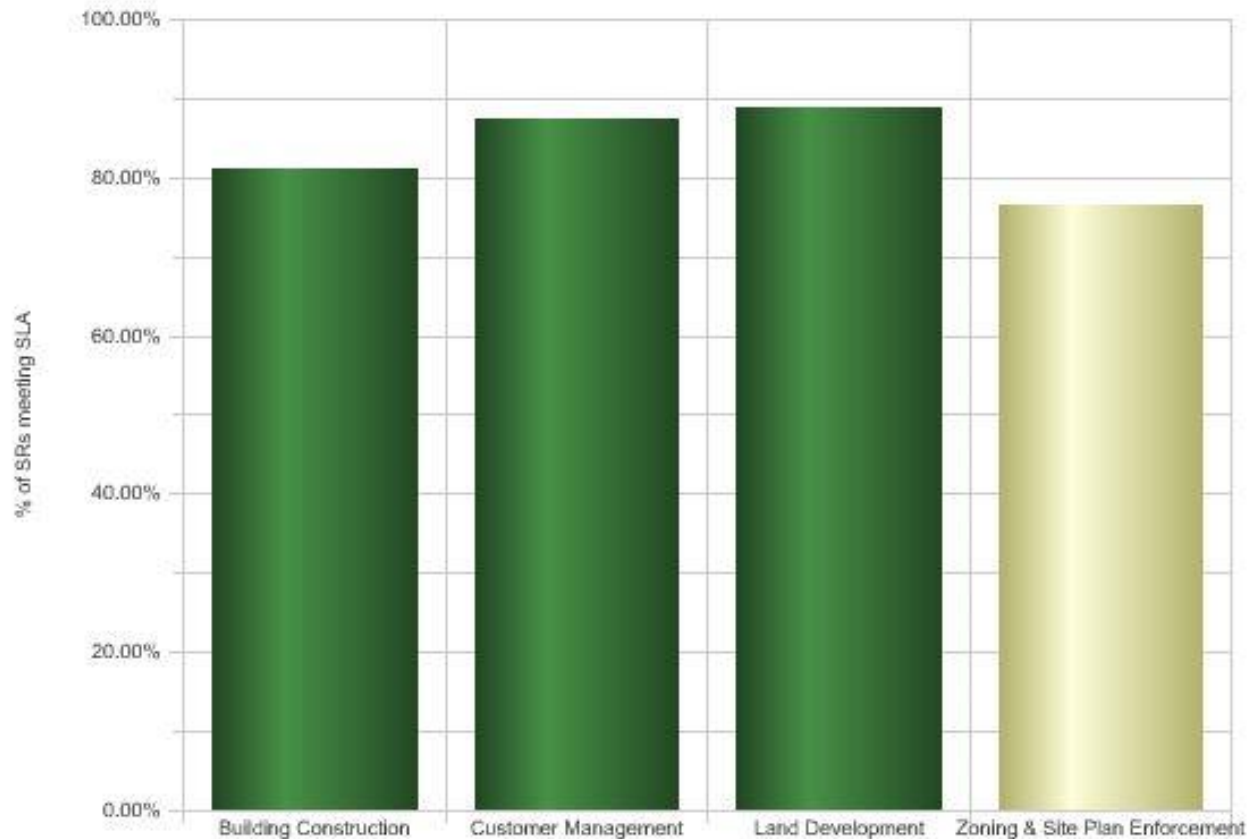


The area Zoning met SLA 62.02% of the time. Zoning & Site Plan Enforcement, a new Division in DPS that went into effect in November 2013, has met SLA 76.40% of the time thus far.



Source: MC311 Siebel Dashboard. Data pulled 4/4/2014.

MC311 SLA Performance by Area: FY14 Q1-Q3



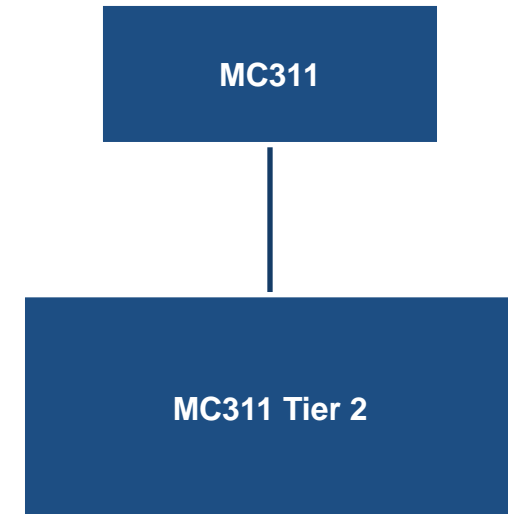
DPS and MC311 adjusted and reassigned KBAs to the above four Division areas in the effort to improve performance.



Source: MC311 Siebel Dashboard. Data pulled 4/4/2014.

DPS Call Center Transition to MC311 (1/2):

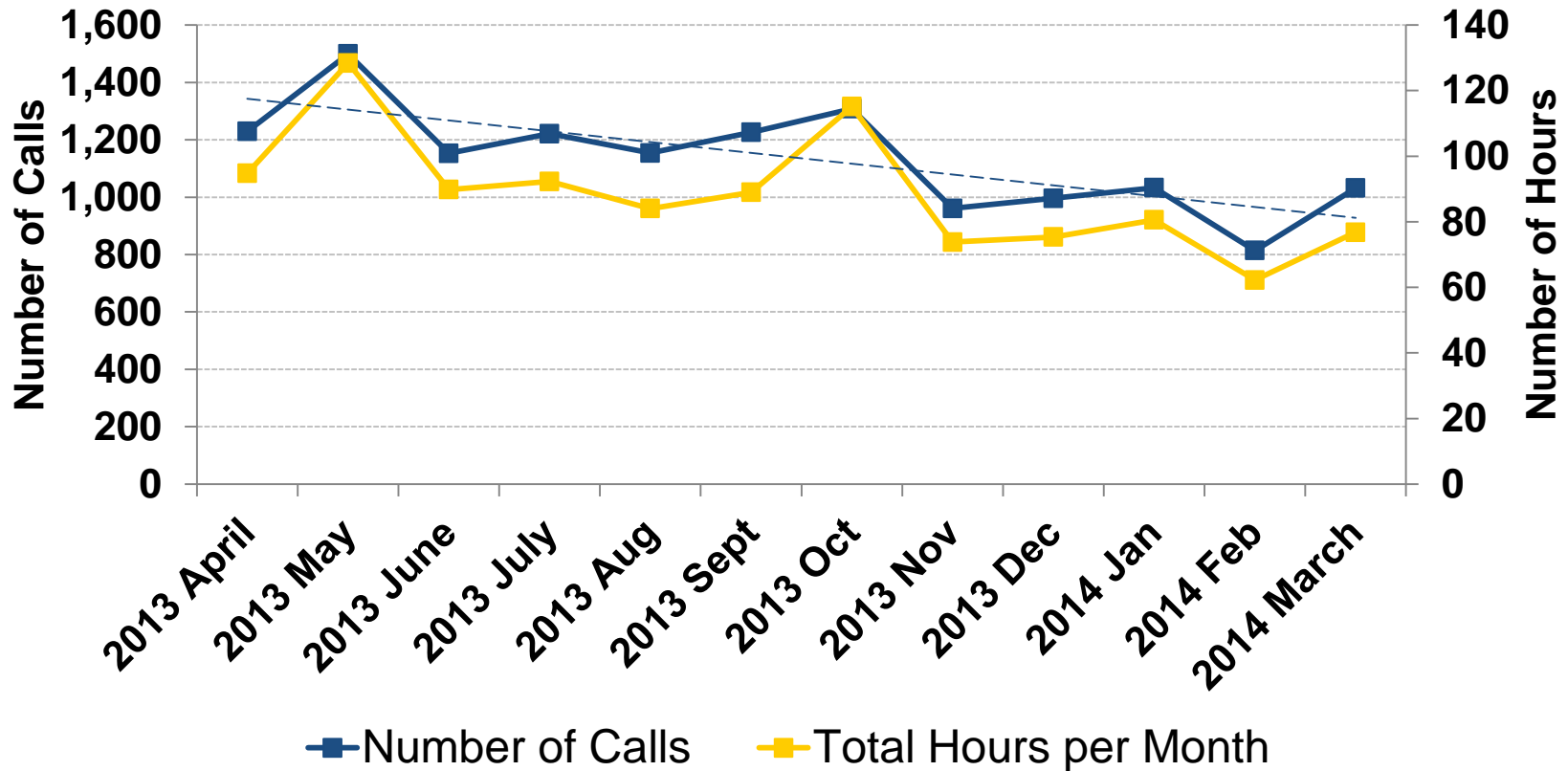
- DPS trained 6 MC311 Customer Service Reps and 3 MC311 Managers on Tier 2 responsibilities
- MC311 Tier 2 Implementation: 3/1/2013
- DPS call center ended 3/1/2013
 - DPS call center staff returned to existing responsibilities (permit intake/issuance, providing customer information, responding to Siebel requests)



In March 2013, DPS closed its call center. MC311 has been handling Tier 2 level calls to respond to customers' needs.



Monthly Summary of MC311 Tier 2 Calls (2/2): Q4-FY13 Through Q3-FY14



The number of MC311 Tier-2 calls has declined 16% between April 2013 and March 2014.



Source: MC311 Siebel Dashboard. Data pulled 4/4/2014.

Departmental Challenges

Dual Processes to Address Service Requests

- **Currently, DPS must close out complaints in both the MC311 Siebel system and their own Hansen system**
- **MC311 recommends that DPS leverage the web service that DHCA and DEP currently utilize**
 - DTS is the Department responsible for working with DPS to integrate the two systems

DPS has been consulting with DTS about integrating the two systems. CountyStat recommends a cross-departmental review of best practices to assess technology tools available to use Hansen/Siebel in the field; inspections and complaint resolutions should be closed out on the day of completion.



New Division: Zoning and Site Plan Enforcement

Zoning and Site Plan Enforcement

- **Administers And Enforces Montgomery County Code, Chapter 59 – Zoning Ordinance**
 - Reviews Plans Prior To Permit Issuance
 - Conducts Inspections
 - Investigates Complaints
- **Charged With Plan Review, Inspection And Enforcement Of Maryland-National Capital Park And Planning Commission Site Plan Agreements**



New: Fee Payment Office

Financial Process Controls

- **In 2012, DPS asked the Montgomery County Office of Internal Audit to review procedures for receipts, bonds, and letters of credit**
- **The Review and Subsequent Report* Highlighted Eight Observations Covering Three Themes:**
 - Dual Control
 - Security
 - Documentation

On March 31, 2014, DPS opened its Fee Payment Office. The office provides a centralized point for payment and collection of fees.

*Source: Department of Permitting Services Receipts and Financial Instruments Process Controls, November 16, 2012.
http://www.montgomerycountymd.gov/exec/Resources/Files/audit/Official_Report_DPS_Receipts_Review_Nov_2012%20.pdf



Wrap-Up and Follow-Up

- **Follow-Up Items**



Appendix

Appendix A: Information Requests

- The fulfillment of Information Requests complies with Montgomery County Regulation on Requests Under the Maryland Public Information Act
- Information requests can be as simple as emailing a customer one 8.5 X 11 piece of paper or as complex as requiring 11 staff members to spend approximately 86 hours researching and copying documents



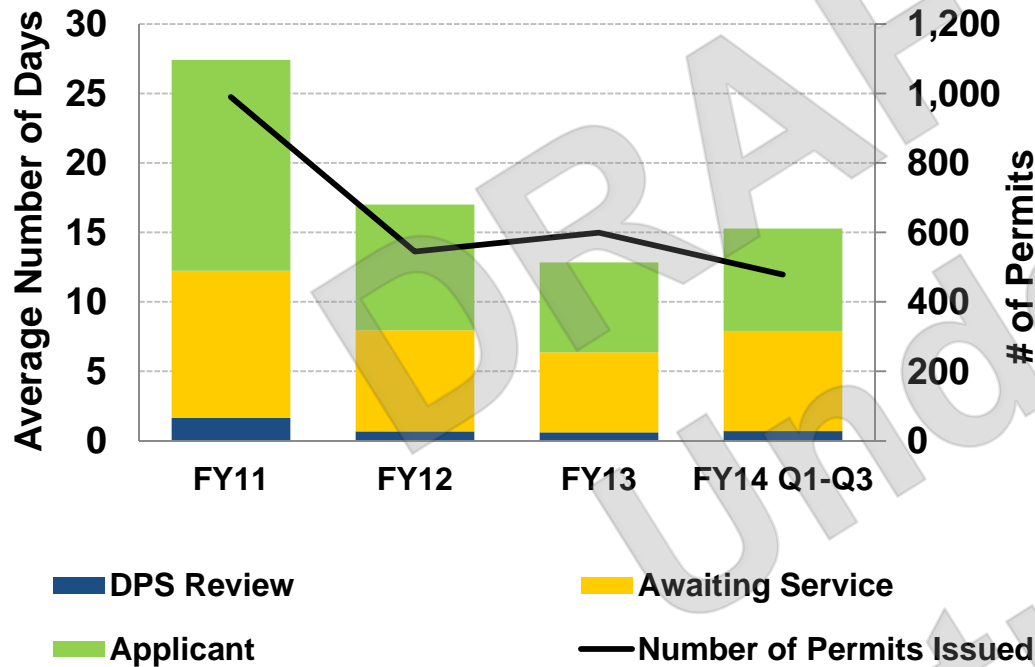
Appendix B: Sample DPS Plan Tracking

- **DPS is transitioning to electronic plan reviews (ePlan)**
 - This system will allow for more precise tracking of the time to complete plan reviews
 - Estimated completion time for ePlan system implementation and staff training is 2017
- **Currently, DPS monitors the amount of time to complete plan reviews by sampling a portion of permit applications (Plan Tracking)**
 - Approximately 50-60% of applications are tracked: DPS is working to increase this sample size
 - ePlan will eventually take over, providing increased accuracy

The following slides (65-69) demonstrate current efforts to monitor plan review times through Plan Tracking.



Plan Tracking *Sample* of Headline Measure: Average Number Of Days To Complete Building Construction Reviews – Additions To Homes: Residential Permits



	FY11	FY12	FY13	FY14 Q1-Q3
DPS Review	1.7	.7	.6	.7
*Awaiting Service	10.6	7.3	5.8	7.2
Applicant	15.2	9.0	6.5	7.3
Total	28	17.6	14.1	15.7
# of Permits Issued in Sample	990	545	599	479

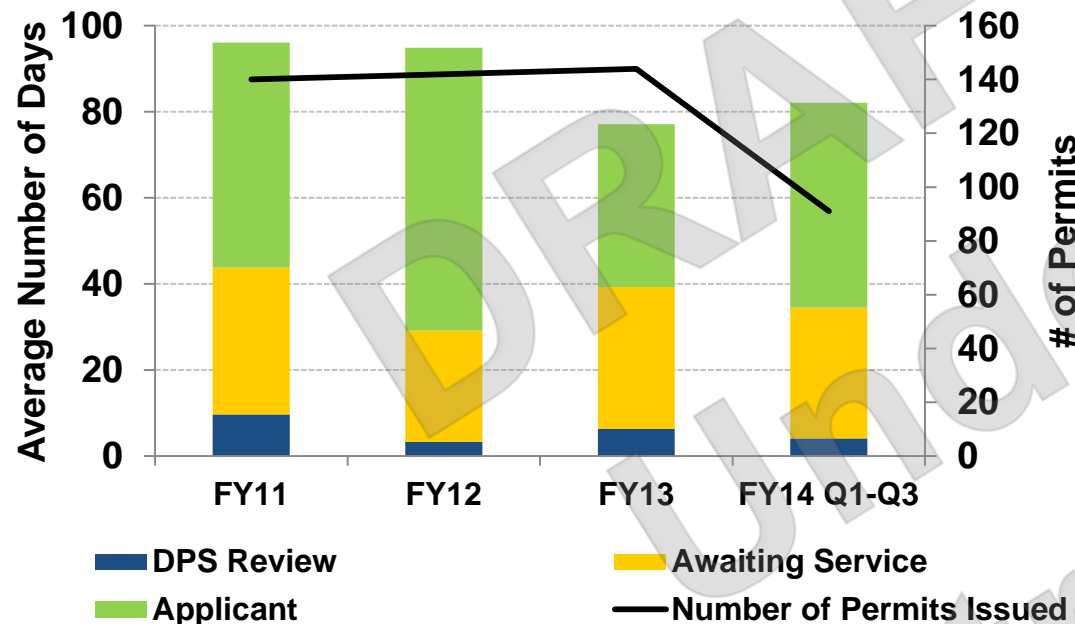
The average number of days for DPS reviews decreased by 65% between FY11 and FY13. During that same period, the amount of time that the applicant contributed to the completion of the permit process decreased 57%.
The number of permits issued decreased 39.5%.



All values in the table are rounded.

*See Appendix C (slide 73) of this presentation for benchmark County comparison.

Plan Tracking *Sample* of Headline Measure: Average Number Of Days To Complete Building Construction Reviews – Additions: Commercial Permits



	FY11	FY12	FY13	FY14 Q1-Q3
DPS Review	9.6	3.3	6.3	4.1
*Awaiting Service	34.2	25.9	33	30.5
Applicant	52.3	65.8	37.8	47.6
Total Time	99.2	95.4	77.1	82.2
# of Permits Issued in Sample	140	142	144	91

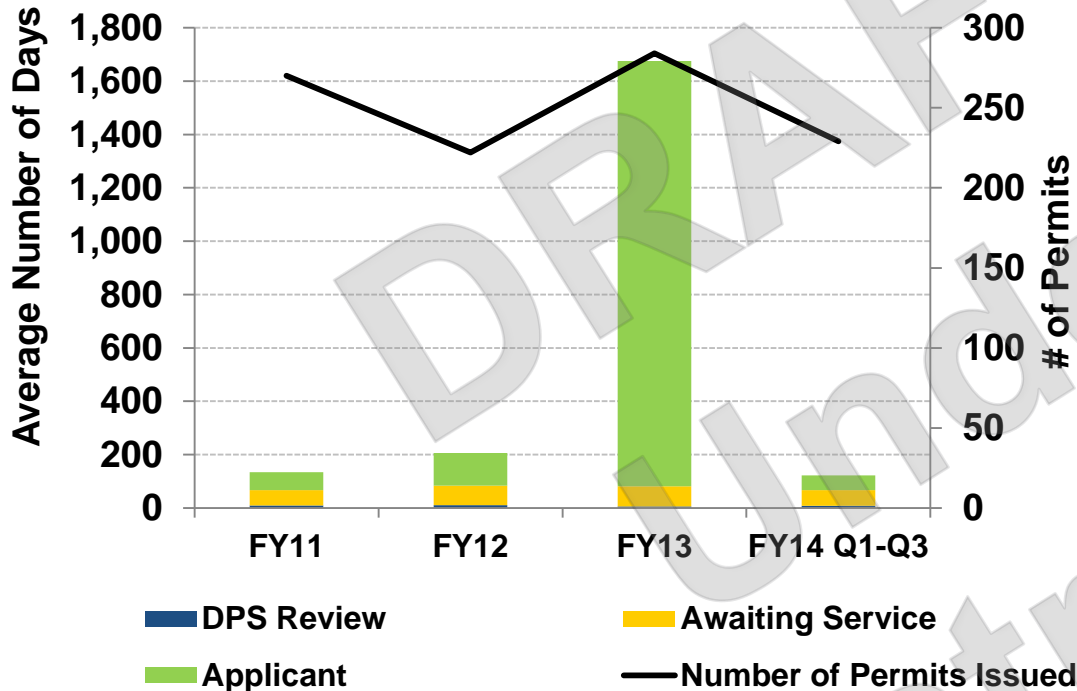
The average number of days for DPS reviews decreased 34% between FY11 and FY13. During that same period, the amount of time that the applicant contributed to the completion of the permit process decreased 28%.



All values in the table are rounded.

*See Appendix C (slide 73) of this presentation for benchmark County comparison.

Plan Tracking *Sample* of Headline Measure: Average Number Of Days To Complete Building Construction Reviews – New Construction: Commercial Permits



	FY11	FY12	FY13**	FY14 Q1-Q3
DPS Review	9.7	10	6.1	8.1
*Awaiting Service	57.3	73.3	75.5	59.2
Applicant	66.9	122.9	1,593.7	54.8
Total	154.7	210.7	1,689	123.4
# of Permits Issued in Sample	270	222	284	229

The average number of days for DPS reviews decreased 37% between FY11 and FY13. Between FY11 and FY12, the amount of time the applicant contributed to the completion of the permit process increased 84%.

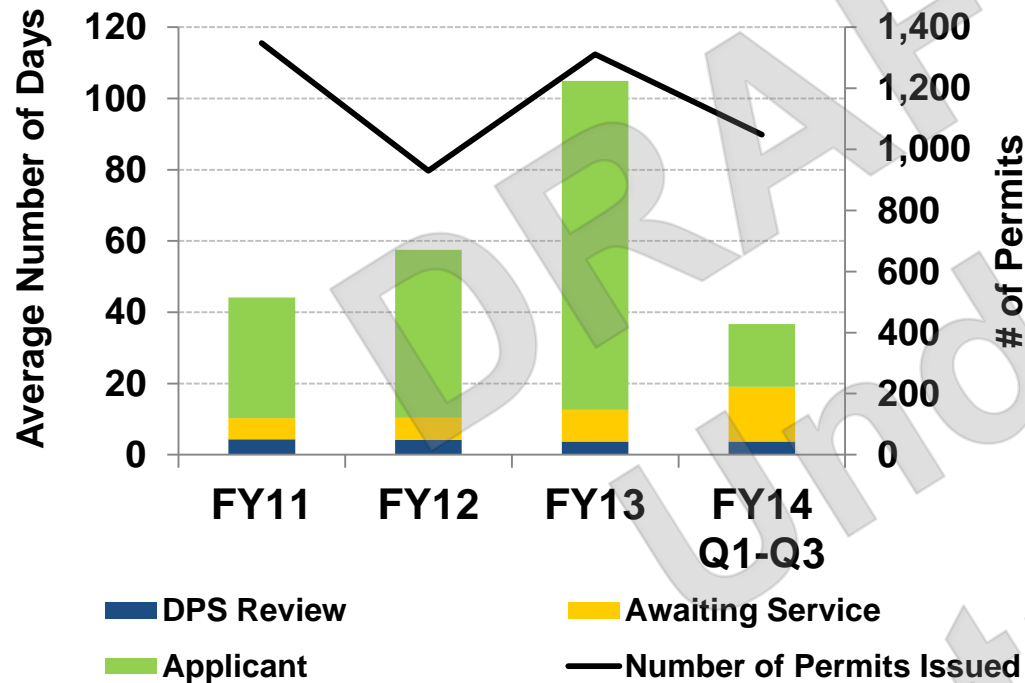
All values in the table are rounded.

*See Appendix C (slide 73) of this presentation for benchmark County comparison.

**Includes permits that were dormant for several years that recently reactivated.



Plan Tracking *Sample* of Headline Measure: Average Number Of Days To Complete Building Construction Reviews – New Homes: Residential Permits



	FY11	FY12	FY13	FY14 Q1-Q3
DPS's Share	4.3	4.1	3.7	3.7
*Awaiting Service	6.0	6.2	8.9	15.4
Applicant	33.9	47.2	92.4	17.6
Total Time	53.6	68.6	114.8	37.7
# of Permits Issued in Sample	1,348	930	1,311	1,048

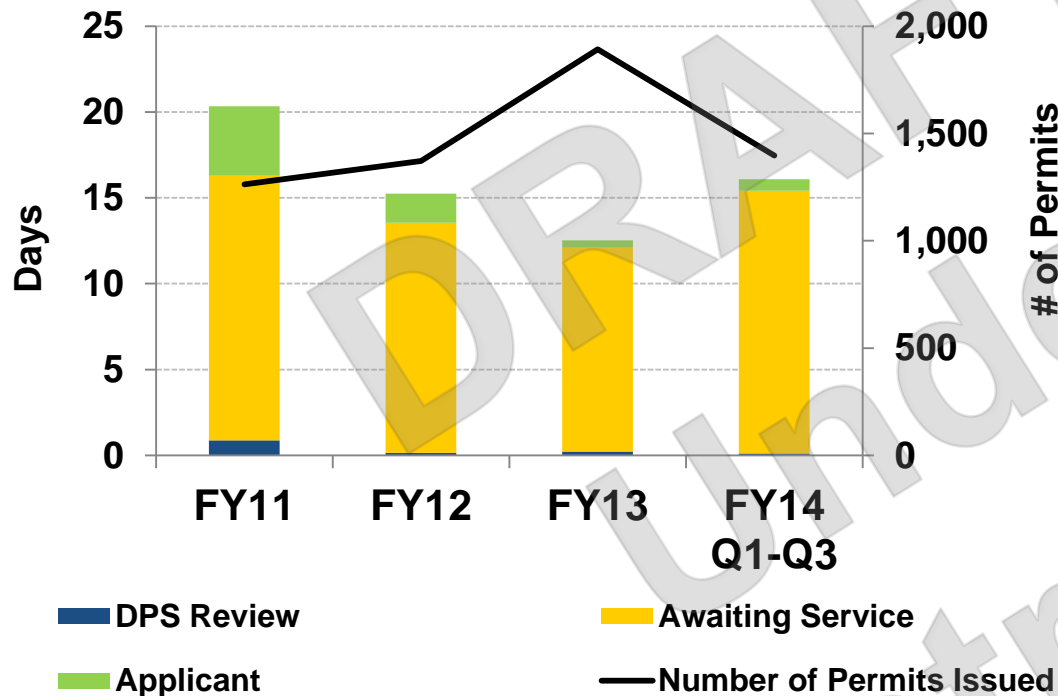
The average number of days for DPS reviews decreased 14% between FY11 and FY13. During that same period, the amount of time that the applicant contributed to the completion of the permit process increased 173%.

All values in the table are rounded.

*See Appendix C (slide 73) of this presentation for benchmark County comparison.



Plan Tracking *Sample* of Headline Measure: Average Number Of Days To Complete Building Construction Reviews – Fire Protection (Sprinklers Permits) (2/2)



	FY11	FY12	FY13	FY14 1Q-3Q
DPS Review	.9	.15	.2	.7
*Awaiting Service	15.4	13.4	11.9	15.3
Applicant	4.0	1.7	.4	.7
Total	20.4	15.3	12.5	16.1
# of Permits Issued in Sample	1,263	1,372	1,892	1,397

The average number of days for DPS to review and issue Fire Protection permits decreased 78% from FY11 to FY13. During that same period, the amount of time that the applicant contributed to the completion of the permit process decreased 90%.



All values in the table are rounded.

*See Appendix C (slide 73) of this presentation for benchmark County comparison.

Appendix C: Fairfax County Building Plan Review Times

Plan Type	Backlog (time from submission to assignment to a reviewer)	Review Time (time from assignment to completion of full review)	Total estimated time for first set of reviews
New single family dwellings (R# plans)	3 weeks	5 - 7 working days	4 - 5 weeks
Additions to single family dwellings (R# plans)	3 weeks	5 - 7 working days	4 - 5 weeks
Tenant Layouts (Q# plans - non walk-thru)	5 - 6 weeks	4 - 5 weeks	9 - 11 weeks
New commercial buildings and additions (Q# plans)	5 - 6 weeks	5 - 7 weeks	10 - 14 weeks
Retaining walls and similar structures	2 weeks	1 week	3 weeks

Source viewed 4/18/14: http://www.fairfaxcounty.gov/dpwes/construction/bpr_times.htm



Appendix D: Montgomery County Totals

FISCAL YEAR	BLDING RESIDENT. PERMITS	COMM BLDING PERMITS	COMM FAST TRACK PERMITS	TOTAL BLDING PERMITS	WALK-IN	INFO REQUEST	ZONING CONF LTRS	SERVICE REQUEST	PLAN REVIEWS	TOTAL APPLIC.	TOTAL INSPECT.
FY11	3,852 6,415,748 SF	1,469 14,741,828 SF	604 2,549,811 SF	5,925 23,707,388 SF	60,422	2,901	57	52,738	*	46,481	*
FY12	3,921 6,100,421 SF	1,599 19,118,174 SF	642 2,562,540 SF	6,162 27,780,254 SF	59,047	3,003	257	54,190	76,268	45,649	113,888
FY13	4,339 8,607,519 SF	1,657 14,327,259 SF	692 3,085,236 SF	6,688 26,020,014 SF	66,600	4,376	*	67,623	84,728	50,744	141,443



Data provided to CountyStat by the Montgomery County Department of Permitting Services
 *Information not provided